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RESTAURANTS USA

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Uncorking New Ideas

ASSOCIATION MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management
1/24 Boston, MA
1/25 Hartford, CT
1/31 San Francisco, CA
2/1 Los Angeles, CA
2/7 Honolulu, HI
2/21 Rochester, NY
2/22 Pittsburgh, PA
2/28 Portland, OR
3/1 Seattle, WA
3/14 New York, NY
3/15 Burlington, VT
4/4 Atlanta, GA
4/5 Orlando, FL
4/10 Virginia Beach, VA
4/18 Grand Rapids, MI
4/19 Milwaukee, WI
5/2 Washington, DC
5/21 Chicago, IL (Show)
5/29 Calgary, Alberta
5/30 Vancouver, BC, Canada

Increasing Sales
5/21 Chicago, IL (Show)

Kitchen Management
1/23 Louisville, KY
1/24 Jacksonville, FL
1/30 Williamsburg, VA
2/1 Little Rock, AR
2/6 Minneapolis, MN
2/7 Milwaukee, WI
2/23 Savannah, GA
3/5 Shreveport, LA
3/6 Atlanta, GA
3/14 Detroit, MI
4/10 Manchester, NH
4/11 Burlington, VT
4/17 Washington, DC
4/24 Austin, TX
4/25 Fort Worth, TX
5/8 Portland, OR
5/9 Seattle, WA
5/16 Colorado Springs, CO
5/21 Chicago, IL (Show)

Food Production Courses

Handling Fish and Seafood
3/7 Toronto, Ontario Canada

Perfecting Your Culinary Skills
5/21 Chicago, IL (Show)

Soups and Sauces
5/21 Chicago, IL (Show)

Foodservice Management Courses

Banquet Management
1/24 Orlando, FL
1/26 San Antonio, TX
2/7 Baltimore, MD
2/8 Charlotte, NC
3/7 Colorado Springs, CO
4/11 Covington, KY
4/12 Detroit, MI
5/21 Chicago, IL (Show)

Do-It-Yourself Public Relations
5/21 Chicago, IL (Show)

Food Cost Management
1/24 Orlando, FL
1/25 Atlanta, GA
2/7 Denver, CO
3/6 Washington, DC
3/14 Berkshires, MA
3/20 Pittsburgh, PA
4/11 New Orleans, LA
4/25 Valley Forge, PA
4/26 Rockville, MD
5/21 Chicago, IL (Show)

Hiring In a Tight Labor Market
2/13 Toronto, Ontario, Canada
5/21 Chicago, IL (Show)

Menus That Sell
5/21 Chicago, IL (Show)

Off-Premises Catering
1/24-25 Philadelphia, PA
2/6-7 Boston, MA
3/7-8 Louisville, KY
3/28-29 Tyson's Corner, VA
4/4-5 Chicago, IL
4/25-26 San Antonio, TX
5/3-4 Miami, FL

Planning Successful Buffets
2/20 Orlando, FL
3/6 Burlingame, CA
3/7 San Diego, CA
3/20 Baltimore, MD
4/3 Grand Rapids, MI
4/4 Minneapolis, MN
4/17 Hartford, CT
5/8 Boston, MA
5/21 Chicago, IL (Show)

Profitability
1/23 Toronto, Ontario
2/15 St. Louis, MO
2/16 Cincinnati, OH
3/21 Washington, DC
3/22 Buffalo, NY
4/3 Portland, ME
4/5 Boston, MA
4/6 Philadelphia, PA
5/21 Chicago, IL (Show)

For information, contact:
Educational Foundation of the National Restaurant Association
250 South Wacker Drive
Chicago, IL 60606
(312) 715-1010.

If your company is interested in our in-house programs, call or write to the attention of Jeff Harrison at the above address.

EXECUTIVE STUDY GROUP SERIES

Financial Officers
4/5-7 Orlando, FL

Food Purchasing Managers
5/18-19 Chicago, IL

Internal Auditors
3/14-17 Sanibel Island, FL

Labor Relations
2/16-17 Los Angeles, CA

Large Independent Operators
1/31-2/3 New Orleans, LA

Large Independent Operators
1/31-2/3 New Orleans, LA

Management Information Systems
4/18-21 San Antonio, TX

Marketing Executives
5/17-29 Chicago, IL

Multi-unit Architects, Engineers and Construction Officers (MAECO)
5/17-19 Chicago, IL

Quality Assurance
4/26-28 Cincinnati, OH

Safety Officers
1/18-20 Scottsdale, AZ

Tax Executives
4/5-7 Orlando, FL

For more information on specific study groups, contact: Philip Kralovec, (312) 853-2525.

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USA

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The Congressional Leadership Forum Brings Politics and People Together

The National Restaurant Association's Congressional Leadership Forum (CLF) brings Congress closer to the foodservice industry. One example of a CLF-funded event is the annual **Congressional Visit Program**, which brings over 20 members of Congress to Chicago each spring to tour exhibits at the National Restaurant Association's Restaurant, Hotel-Motel Show. Escorted by constituent restaurateurs and suppliers, legislators see firsthand the enormous array of products and services the foodservice industry offers.

Association Director Bernie Schreiner with Wisconsin representatives Tom Petri and Steve Gunderson

NATIONAL
RESTAURANT
ASSOCIATION

CONGRESSIONAL LEADERSHIP FORUM

Participating in the Congressional Leadership Forum enables you to influence political decisions that affect your business. Some CLF programs include:

- **The Congressional Visit Program**, during which the association hosts over 20 members of Congress at the annual trade show in Chicago.
- **The Public Affairs Conference**, which brings together hundreds of restaurateurs, suppliers and congressional representatives for three days to learn about issues. One conference highlight is the "Chef d'Oeuvre" congressional reception featuring foods from top Washington restaurants.
- **First Thursday Meetings**, during which foodservice industry lobbyists meet to hear from congressional or other speakers.
- **National political party programs**, which give the association a chance to interact with national leaders.
- **"Meet and Greet" candidate receptions** that introduce political candidates to industry representatives and the Washington political community.

PRESIDENT'S REPORT

Jim L. Peterson, President and Chief Executive Officer
Whataburger, Inc., Corpus Christi, TX

Association proposes new legislative agenda

The 101st Congress convenes in Washington this month, and we intend to inject a new agenda into the old political debate. With the budget deficit looming large over any proposed legislation, groups such as ours must prepare alternatives to proposals in which business becomes the source of funds for mandated social programs. Three specific alternatives are included in our strategy.

First, we support the expansion of the Earned Income Tax Credit (EITC) in lieu of an increase in the minimum wage. The EITC is an automatic tax credit added to the weekly paychecks of low-income workers. Originally enacted in 1975, the EITC entitles families with less than $6,080 in annual earnings to a 14 percent credit. The subsidy decreases as income increases, disappearing entirely at $15,423.

Last year, Representative Thomas Petri (R-WI) proposed that the EITC be increased and linked to family size. We will fight for passage of the proposal in the 101st Congress. Unlike a minimum-wage increase, which would cause a reduction in employment of the working poor, raising the EITC would encourage people to seek employment without forcing businesses to foot the entire bill for the program.

Another association priority is to encourage Congress to look beyond proposals for mandated parental leave to the broader and more vital subject of child care. This is an important issue to us because, with more daycare facilities available, more parents will be free to join the work force.

We are calling for a child-care-legislation package developed by all concerned parties. This package should ease the liability-insurance problem and make it feasible for related businesses to jointly sponsor child-care facilities. We seek laws that will facilitate, not mandate.

We also support the development of alternative legislation that would reduce health-insurance costs for small companies. The cost of mandated health benefits proposed in Congress last year would have wiped out many small foodservice businesses. Instead, we will pursue legislation that would make it possible for growing small businesses to offer reasonable health care for their employees when they are ready to do so.

As you can see, we are forecasting an active legislative year.

We are making strides in recruitment

The association is taking a major step toward the recruitment of a quality labor force for our industry. This month's symposium, "Foodservice Employment 2000," represents an unprecedented meeting between

foodservice employers and representatives of employment groups. In coming months, we will share with you the ideas developed at this conference.

Come to the wine festival

The association's Monterey Wine Festival Vintage '89 will be held March 12 to March 14, 1989, in Monterey, California. Now in its 13th year, the Monterey Wine Festival has earned a reputation as the biggest, best and oldest wine festival in California and the largest of its kind in the United States. The festival attracts more than 1,200 attendees from 35 states, Canada and Japan. Attendees will be able to meet and speak with winemakers who are setting the pace for wine production across the nation and around the world.

Don't miss INFO '89

Just before the Monterey Wine Festival, the annual Independent Foodservice Operators (INFO) Conference will be held, also in Monterey. Experts, authors and successful independent restaurateurs will be featured during the two-day program, which will examine trends, techniques and strategies for menu merchandising, marketing, hiring, training and service. As a benefit to operators who want to attend both the Monterey Wine Festival and INFO '89, a discounted registration fee is offered. For more information, contact the Educational Foundation of the National Restaurant Association at (312) 715-1010 or 1-800-522-7578.

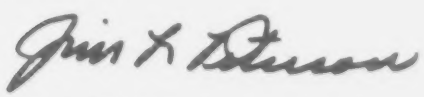
Great Menu entries due February 28

Send in your entries soon for the association's annual Great Menu Contest. Winning menus will be displayed at the association's annual Show in Chicago. All menu entries must be received by February 28, 1989.

Welcome new members

To the 100 members who joined the association in December, we welcome you and look forward to working with you on behalf of the foodservice industry.

Sincerely,



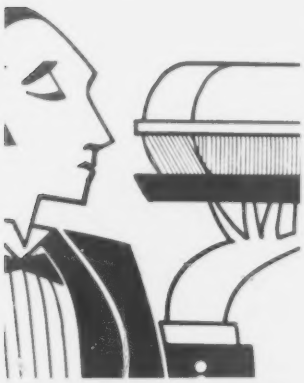
Jim L. Peterson
President and Chairman of the Board

RESTAURANTS USA

COVER STORY: UNCORKING NEW IDEAS

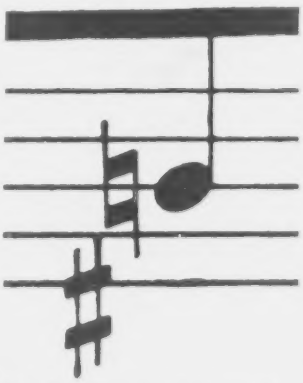
The basics of good restaurant management don't change from year to year, but there are new ways to approach them. This issue of ***Restaurants USA*** presents some key tableservice trends as well as fresh perspectives in the areas of food, atmosphere and service.

SPECIALS



12 Tableservice trends in 1989
If you're a tableservice operator, here's an overview of some developments you'll want to watch: takeout, sous vide, competition and service charges.

14 How am I doing, Boss?
You can't motivate your staff unless they know what's expected of them. Regular performance appraisals provide an effective way to keep your staff on target—and your service as you want it to be. This article kicks off ***Restaurants USA's*** "year of the employee." It is the first in a series of articles on hiring, training, motivating and retaining a capable work force.



17 New vibrations
Music technology has taken off in the past decade, and restaurateurs can use that technology to enhance the ambiance of their operations.

22 Japanese singalong goes American
At a restaurant in Los Angeles, customers get up on stage and sing after supper. It may sound strange, but karaoke—an electronic musical accompaniment that originated in Japan—may have a bright future in the United States.

26 Cookbook explosion
What's happening to cookbooks? There are more of them than ever before, and they cover food preparation in new ways. Here's an overview, plus some pointers on what to look for in a cookbook and how to go about getting your own cookbook published.

30 Viewpoint: Medal-hungry wines can steal the limelight away from your menu
Wines that have won medals at prestigious competitions aren't necessarily the right wines to complement your menu.

32 Sweet alternatives—low-fat, low-cal desserts that taste good
Customers watching their weight or fat and cholesterol levels don't have to feel cheated out of dessert any longer. Chefs and nutritionists share their recipes for delicious low-fat, low-cal dessert alternatives that were created through innovative substitutions and experimentation.

Cover photo by Gary Landsman

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- ☐ A report of regional business trends, with a special story about a hotel in Texas that ran a contest for its employees to create mocktails

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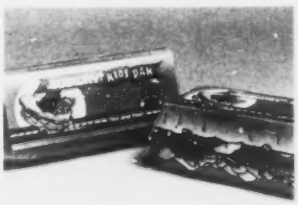
SHORTORDERS

Subway rolls out "kids pak"

After a successful market test of a children's meal, Subway Sandwiches and Salads has rolled out the program chainwide.

Independent tests with franchisees in the Chicago area encouraged Subway to introduce an official test children's meal promotion in Subway shops in southern Florida, Utah, Arizona and West Virginia. The test included an illustrated "Adventure" children's meal carton and accompanying sticker premiums. Subway made the move to the "kids pak" in an effort to broaden its demographic appeal and to capture a share of the lucrative children's market.

Admark, Inc., developed



Subway's Kids Pak to hold a Subway 6-inch sub, two napkins, a cookie and a DinoMotion™ trading card (one of five) filled with fun dinosaur facts and riddles. The Kids Pak carton is designed to resemble a sub sandwich and includes crisp, colorful graphics appealing to both children and adults.

Call for Great Menu entries

Your menu could be a winner in the National Restaurant Association's 26th annual Great Menu Awards Competition. Winning menus become models for the entire industry, and they will be displayed at the National Restaurant Association Show in Chicago in May as well as in a hardback, four-color book.

For an application form, contact the association's communications department at 1-800-424-5156 or (202) 331-5900. The deadline for entries is February 28, 1989.

QE2 debuts onboard training center

Onboard superliner QE2, new Cunard fleet staff learn the finer points of luxury service during a four-day training program at sea—a cruise industry first. Cunard plans to extend the program to other shipboard staff positions.

Great American Chef Series at Sullivan College

Marcel Desaulniers conducts a cooking demonstration as part of the Great American Chef Series at the National Center for Hospitality Studies at Sullivan College in Louisville. This new quarterly program is designed to expose culinary students to nationally known chefs and their creative and innovative methods of operation in the kitchen.

Nursing-home insurance for association members

Most people neglect to consider that the good health and vigor they now enjoy will eventually leave them as they age, or that an accident or illness may suddenly deprive them of their health.

Extensive long-term health care is usually provided by a nursing home. But the expenses of skilled nursing-home care are staggering. They range from $15,000 to $50,000 per year. And like most health-care and medical expenses, the cost keeps rising. Most people cannot afford an expense of that magnitude.

The sad truth is that nearly 44 percent of all the money spent on nursing homes comes from the patients themselves. Medicare does not pay for most nursing-home care. Medicare benefits include payment for the first 20 days of skilled nursing-home care (in an approved Medicare facility following release from a hospital) and only for convalescent care—not custodial care. For days 21 through 100, Medicare expects recipients to pay $67.50 per day, and Medicare picks up the remainder of the expense. After day 100, Medicare pays nothing. Public sources, such as Medicaid, are only available to the very poor.

To address the insurance needs of long-term health care, the National Restaurant Association now sponsors a nursing-home insurance plan—*50+ Long Term Care, A Nursing-Home and Home Health Care Plan.* Members and spouses (and their parents) under age 80 are eligible to apply.

The plan pays up to $80 per day for covered nursing-home confinements, regardless of the type of facility (skilled, intermediate or custodial), plus up to $40 per day for health care at home. Insureds may choose the length of time their benefits are to be payable, up to four full years.

Premiums are based on the applicant's age upon entry to the program. They do not increase with age! So the sooner a member applies, the lower the rate will be for as long as he or she is insured.

For further information about the new plan, write the association's insurance administrator: Albert H. Wohlers & Co., NRA Group Insurance Plans, 1440 N. Northwest Highway, Park Ridge, IL 60068-1400. Or call toll free: 1-800-323-2106; Illinois residents: (312) 803-3100.

Taped recipes to benefit Child Abuse Prevention Foundation

San Diego's popular Sicilian restaurant Busalacchi's has produced a 60-minute audiotape of some generations-old recipes to benefit the Child Abuse Prevention Foundation.

Kathi Diamant, co-host of SunUp, Channel 8's popular morning show, appears on the tape with chef Joe Busalacchi, making the recipes come to life for the home gourmet. The cassette, "Busalacchi's Sicilian Favorites," features some of the most popular dishes the restaurant serves, such as *Pasta al Palermo*, pasta with a rich sauce of ground sausage, olives, capers, garlic and chili peppers; *Chicken alla chef*, which is a boneless chicken breast topped with thin slices of eggplant, prosciutto and mozzarella cheese, simmered in whipping cream; and *Pusta pomodoro*, pasta covered in a rich sauce of fresh tomatoes, herbs and spices.

The tape, which sells for $6.95, comes with printed recipe cards for the kitchen file box.

Goodbye to MCI discount

MCI has withdrawn the 10 percent discount it was offering association members on their long-distance calls. The reason? Not enough calls made to qualify the association as a "commercial affinity group." Association members were required to ring up an aggregate billing level of $42,000 per month, or roughly $75 per participant.

Officers discuss 1989 trends at press conference

National Restaurant Association officers Jim L. Peterson, Harris H. "Bud" Rusitzky and Michael Hurst met last month with reporters from both trade and consumer publications and outlined the issues, trends and economic factors that will drive the foodservice industry forward in 1989.

"1989 will be our industry's ninth consecutive year of real growth," association president Peterson told reporters assembled at the breakfast press conference, held at New York's "21" Club. "According to National Restaurant Association projections, industry sales should reach $227 billion in 1989," he said. Peterson added that growth in 1989 will be slower than in previous years because of general deceleration of the national economy.

Peterson also discussed three specific issues that will influence industry performance in 1989: the political climate, foodservice packaging and increased foreign expansion among major chains.

"1989 will be the year in which we inject new ideas into the old political debate," Peterson said. He announced association support for the Earned Income Tax Credit, increased congressional emphasis on child-care programs, and legislation to reduce health-care costs for small businesses. "These are far better solutions than the mandated wages and benefits advocated by labor," Peterson said.

With regard to foodservice packaging, Peterson applauded a program sponsored by the foodservice packaging industry to eliminate CFCs from the package manufacturing process by December 31, 1988. CFCs are believed to be harmful to the earth's ozone layer. "Consumers can be confident that foodservice packaging produced after that date is manufactured in an environmentally sound fashion," Peterson said.

In discussing globalization of the industry, Peterson predicted that major chains would intensify their expansion efforts in foreign countries in 1989. "Canada, by virtue of its proximity and cultural similarities, will continue to be the country most favored for expansion," he said. "But other countries, such as Japan, Australia, European countries and even countries behind the Iron Curtain, will present new growth opportunities."

Rusitzky discusses nutrition

Association vice president Rusitzky spoke to reporters about nutrition in foodservice, announcing the results of a just-completed association study that found that a significant proportion of major chains either use vegetable oil or vegetable shortening exclusively for frying or a blend of both vegetable and animal fats. "Only five of 28 companies surveyed say they use animal fat exclusively for all types of frying," Rusitzky said. "The time is approaching when consumers will be able to order any fried item in a fast food restaurant confident that it has been prepared in a relatively unsaturated fat."

Rusitzky also outlined the industry's efforts to help the homeless and hungry, citing programs such as Second Harvest and SOS (Share Our Strength) that involve foodservice operators in relief programs. And he discussed the labor shortage faced by many operators, saying that many restaurateurs are combating the problem with aggressive recruitment of key demographic subgroups.

Hurst describes sous vide

Association treasurer Hurst familiarized reporters with sous vide, the cooking method that many in the industry will be talking about in 1989. Hurst emphasized that although sous vide is credited with increasing food preparation efficiency and enhancing taste, the FDA has urged operators who use sous vide to develop and follow "good manufacturing practices" (gmp). "In 1989, we expect to see increased research and development of sous vide," Hurst predicted.

Hurst also addressed the increase in upscale takeout, saying that "fast food operators aren't the only ones catering to consumer demands for convenience."

And he discussed tableservice trends likely to take hold in 1989—namely, an increase in non-smoking sections, more established policies for dealing with reservation no-shows and more debate on the issue of tips vs. service charges.

—Anne Papa

1989 legislative outlook

The National Restaurant Association begins the legislative year wary of hard-to-miss "yellow lights" on the road ahead, including a new President, a strengthened Democratic presence in Congress and an intractable budget deficit. These factors guarantee a tough time for business lobbying efforts in 1989.

Most political experts predict that Democrats will not wait long after the 101st Congress convenes January 3 to reintroduce plans to increase the minimum wage and require employers to give workers time off to care for newborns and seriously ill children. These proposals have been gaining momentum since the Democrats recaptured the Senate in 1986, and they came close to passing in 1988's final legislative days.

And although a two-year budget pact negotiated by Congress and the White House in 1987 took some of the steam off revenue-raising pressure last year, the issue of how to cut the deficit will go on the front burner early in 1989. Business groups will be closely watching the 101st Congress's tax debates.

A new political equation

One "unknown" in the political equation is President Bush. Bush, who began meeting with leading members of Congress soon after the November elections, is a negotiator who operates without the unyielding ideological mindset of his predecessor. Observers call Bush conciliatory and predict that he will be more likely than Reagan to look for alternatives or compromises on sensitive issues. Unlike Reagan, whose repeated veto threats helped stall most of organized labor's agenda over the last eight years, Bush is likely to come to the bargaining table more often.

In September, for example, Bush indicated he would be willing to back a small minimum-wage increase if a lower training wage for new hires were included in the package. On the campaign trail, Bush also spoke up for time off for new parents, but never delivered specifics on what kind of parental-leave proposal he would accept. Although Bush repeatedly opposes the concept of mandated benefits, his vague backing of some form of parental leave or a higher minimum wage leaves many businesspeople wondering how he will react to legislation in these areas.

In Congress, Democrats made slight gains in both the House and the Senate, picking up three seats in the House of Representatives to bring their controlling margin to 260-175. Democrats gained one seat in the Senate, where the ratio now stands at 55-45. Although these gains are relatively small, many Washington DC insiders expect a more activist Congress in 1989.

Budget deficit will color all activity

Faced with legal requirements to reduce the annual budget deficit to $0 by 1993, Congress can hardly make a move without weighing the budget implications. Under the Gramm-Rudman-Hollings deficit-reduction law, Congress is required to cut the annual deficit by a specific amount each year between now and 1993. Failure to do so triggers automatic across-the-board spending cuts.

Foodservice operators will see the result of this budget-conscious attitude in two areas: the drive to raise taxes and intensified federal pressure on private businesses to pick up the costs of expensive social programs.

The National Restaurant Association is taking early steps to prevent Congress from trying to cut the deductibility of business meals, a popular revenue-raising "scapegoat." The association's Business Meal Task Force, which began meeting last year, lays out the task in plain terms: Restaurateurs must show Congress that the business meal is a legitimate business expense that deserves the same tax treatment as other business expenses. Key to association efforts will be overcoming the often negative image of the business meal as a "fat-cat" benefit.

The association will monitor this issue and other tax issues closely as the 101st Congress gets down to business.

Social issues: a top priority

As they have over the past several years, social issues will remain a top priority for Congress. Washington DC's *Congressional Quarterly* magazine puts it simply: "The question is no longer whether parents need time off from work to spend with their newborn or seriously ill children, but how that goal is to be achieved. There is no serious debate over whether the federal government should aid those without health insurance; the discussion is over what action it should take."

Budget pressures are forcing Congress to look outside the government for solutions. The result: Many congressional Democrats want to foist the burden onto employers, requiring them to provide health insurance for workers employed more than 17½ hours a week, and up to 10 weeks of parental and medical leave for new parents or seriously ill workers.

Restaurateurs and other businesspeople have made some headway convincing Congress that the tremendous expense involved in these measures would cripple business operations and prevent entrepreneurs from starting businesses and providing jobs.

Yet businesses must keep up their intense opposition to the mandates, making Congress realize how dangerously counterproductive it would be to force employers to shoulder the burden of some of the nation's hardest-to-solve problems.

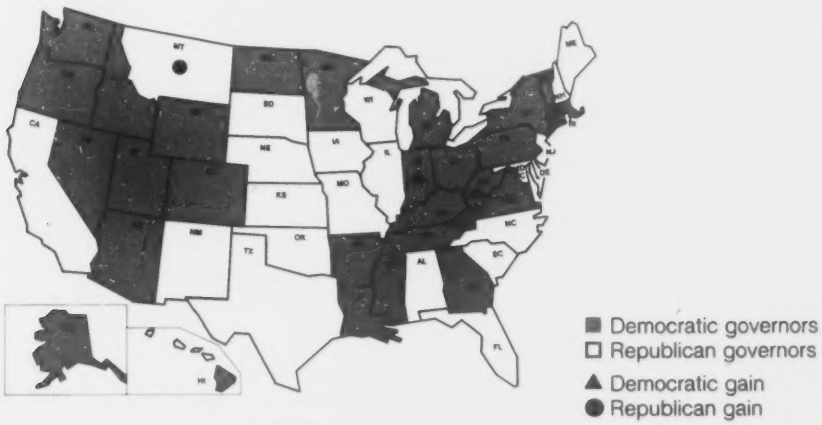
Restaurateurs: a key part of the debate

Restaurateurs will face a constant series of challenges in the 101st Congress. As the association continues to develop its grassroots strength, operators will be needed to join in the fight against costly mandates, taxes and wage increases. Without a doubt, as the nation's largest retail employer and one of its leading industries, the restaurant industry will be an important part of the debate on how to maintain a thriving economy with healthy businesses.

—Denise Roach

November 1988 state election summary

Governors for 1989



The results of November's gubernatorial and state assembly elections will almost certainly mean continued efforts in 1989 to regulate business activity, particularly in such areas as employer-provided benefits, minimum-wage increases, regulation of food-packaging and smoking restrictions. From the White House to the statehouse, voters in most states reelected the party in power to another term.

Governors' races

In the 12 gubernatorial races, Democrats and Republicans traded control of three governorships, with Democrats netting a gain of one. Nine incumbents ran for re-election; only one, Republican Governor Arch A. Moore of West Virginia, was defeated. Governorships are now split 28 to 22 in favor of Democrats.

The GOP did well to hold off Democratic challengers in Rhode Island and Utah, where Republican incumbents were thought to be vulnerable. In Rhode Island, Edward DiPrete came under attack from his Democratic challenger, businessman Bruce Sundlan, on questions about his ethical conduct while in office. DiPrete was able to rebound, however, as questions about Sundlan's personal life surfaced just before the election. On November 8, 1988, DiPrete squeaked by with a victory margin of just two percentage points.

In Utah, Norman Bangerter came back from an incredible 30-point deficit in the polls to defeat two challengers who ran on anti-tax platforms. Bangerter's poor showing in the polls resulted from his support in 1987 of a stiff tax increase—an increase that violated a campaign promise he had made several years earlier not to raise taxes. The tax hike ignited popular support for several anti-tax ballot initiatives. To recover in time for the election, Bangerter employed a two-pronged strategy: First he found vocal opposition to the ballot initiatives from a popular former governor; then he mailed tax-refund checks six weeks before the election.

In Montana the governorship changed hands for the first time in 20 years. Republican Stan Stephens convinced voters that the state's troubled economy would be better managed under his supervision than under that of his Democractic rival, former Governor Thomas Judge.

Perhaps the sweetest gubernatorial victory for the Democrats was regaining control of the Indiana governorship, which like Montana's, had not changed hands in 20 years. Evan Bayh, 32-year-old son of former Senator Birch Bayh, defeated GOP Lt. Governor John Mutz by raising doubts about the fiscal competence of the outgoing administration. Republicans had hoped vice presidential candidate Dan Quayle's nomination would help bring in votes for Mutz, who was ailing in the polls. But Democratic determination to avenge the 1980 defeat of Birch Bayh, who lost to Quayle, was too much to overcome.

State legislative elections

The key word for party leaders in state legislative elections was redistricting. By April 1, 1991, the Census Bureau will have delivered

Projected net reapportionment changes in U.S. House of Representatives*

Arizona	+2
California	+5
Florida	+3
Georgia	+2
Illinois	-2
Iowa	-1
Kansas	-1
Massachusetts	-1
Michigan	-2
Montana	-1
North Carolina	+1
New York	-3
Ohio	-2
Pennsylvania	-3
Texas	+4
Virginia	+1
West Virginia	-1
Wisconsin	-1

The last five seats went to:

Texas	431st
Georgia	432nd
Arizona	433rd
Kentucky	434th
Minnesota	435th

(with 5,390 people to spare)

The states next in line for a congressional seat are:
Pennsylvania**
California
Florida
Montana
Wisconsin

**based on 1988 census projections of 1990 population*
***missed getting the 435th seat by 14,000 people*

Source: Election Data Services

its 1990 population count to the states. Those numbers will be used to reapportion congressional districts nationwide, with some northern industrial states expected to lose seats and some Sun Belt states expected to make gains. The census figures also will provide the basis for redistricting efforts, the process in state legislatures of carving up voting districts. Drawing boundary lines can be a tricky business, as states must comply with "one-man, one-vote," a 25-year-old Supreme Court ruling designed to ensure that each elected official represents an equal number of constituents.

Results of the 1988 election make it all but certain that Democrats will outnumber Republicans in state chambers and exert the greater influence over where congressional boundaries will fall in the 1990s.

Going into the election, Democrats controlled both chambers in 28 states, Republicans controlled both chambers in nine states, and 12 states had split control or ties. After the election, Democrats continue to control both chambers in 28 states, the GOP controls both chambers in only eight states, and 13 states are split or tied. Democrats hold a total of 68 chambers, the Republicans 29; the Indiana House is tied. Nebraska has a nonpartisan, unicameral (one house) legislature.

Of the 5,961 state legislative seats up for election, Republicans lost 14 seats, Democrats netted 10 and Independents now number one more than before—four. In addition, there are six vacancies. This is the smallest number of seats ever to change hands. In each of the 1980 and 1984 elections, Republicans gained more than 300 seats, largely due to Ronald Reagan's popularity. In 1982 and again in 1986, the Democrats recovered more than 200 seats.

After the last redistricting in 1980, which was dominated by the Democrats, Republicans mounted a noisy campaign to overtake the Democrats in state elections. But when Democrats made large gains in 1986, the 1988 election became a must-win for Republicans if they were to have any realistic hope of capturing a majority of state chambers.

California, Texas and Florida were especially important to the GOP because those states are expected to gain at least 12 U.S. House seats in 1991. But little or no gain for the Republicans in each of those six chambers left the Democrats with significant majorities. Republicans did acquire a majority in the Montana Senate, which was previously tied, and in the Vermont House.

The greatest gains for the GOP came in the North Carolina House, where they picked up 10 seats, and in the New Hampshire House, where the Republicans extended their 259 to 128 lead to 281 to 119 and filled 13 vacancies. The greatest gains for the Democrats came in the Maine House, where they acquired 10 seats.

What's ahead in 1990

With 36 gubernatorial contests scheduled for 1990, the greatest hope Republicans have for keeping Democrat-endorsed redistricting plans in check is for the GOP to continue to hold the governorship in Florida, Texas and California and to pick up as many additional governors' mansions as possible.

Without a doubt, 1990 election efforts will be more strongly focused than ever before on important state and local races.

—Charles M. Dyke

1988 state election results

State	Senate				House			
	Dem.	Rep.	Other	Change	Dem.	Rep.	Other	Change
Alabama	30	5		no election	89	16		no election
Alaska	8	12		0	23	17		+1R
Arizona	13	17		+2D	26	34		+2D
Arkansas	31	4		0	88	11	1I	+2R,+1I
California	24	15	1I	0	46	33	1V	+2D
Colorado	11	24		+1D	26	39		+2D
Connecticut	23	13		+2R	88	63		+3R
Delaware	13	8		0	18	23		+1R
Florida	23	17		+2R	73	47		+2R
Georgia	45	11		+1R	144	36		+7R
Hawaii	22	3		0	45	6		+4D
Idaho	19	23		+3D	20	64		0
Illinois	31	28		0	67	51		0
Indiana	24	26		+4D	50	50		+2D[4]
Iowa	30	20		+1D	61	39		+3D
Kansas	18	22		+2D	58	67		+7D
Kentucky	30	8		+1D	72	28		+1D
Louisiana	34	5		no election	86	18	1V	no election
Maine	20	15		0	96	55		+10D
Maryland	40	7		no election	125	16		no election
Massachusetts	32	8		0	128	32		+1D
Michigan	18	20		no election	61	49		+3R
Minnesota	45	22		+1R[3]	81	53		+2R
Mississippi	46	6		+1D[3]	113	9		no election
Missouri	22	12		+1D	105	58		+5R
Montana	23	27		+2R[4]	52	48		+3D[4]
Nebraska				unicameral,	nonpartisan			
Nevada	8	13		+1R	30	12		+1D
New Hampshire	8	16		+2D	119	281		+14R
New Jersey	24	16		no election	38	41	1V	no election
New Mexico	26	16[2]		+5D[4]	45	25[1]		+1R
New York	27	34		+1D	92	58		+1R
North Carolina	36	14		+4R	74	46		+10R
North Dakota	32	21		+5D	45	61		0
Ohio	14	19		+1R	59	40		+1R
Oklahoma	33	15		+2D	69	32		+1R
Oregon	19	11		+2D	32	28		+1D
Pennsylvania	23	27		0	104	99		+1D
Rhode Island	41	9		+3D	82	18		+2D
South Carolina	35	11		+1D	86	37	1V	+3R
South Dakota	14	20	1I[1]	+4D,+1I	24	46		+2D
Tennessee	22	11		+1R	59	40		+2R
Texas	23	8		+2R	93	57		+1R
Utah	7	22		+1R	28	47		+1D
Vermont	16	14		+3R	74	76		+4R[4]
Virginia	30	9	1V,	no election	64	34	1I,1V	0[3]
Washington	24	25[2]		0	64	34		+3D
West Virginia	29	5		+2D	79	21		+1D
Wisconsin	20	13		+1D	56	43		+2D
Wyoming	11	19		0	23	41		+3D
TOTALS	1197	746	2I,1V		3280	2179	2I,5V	

I = Independent
V = Vacancy
(Totals as of Nov. 14)

[1]one seat undecided
[2]two seats undecided
[3]filled vacancy by election
[4]control changed

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#95
Business decorum

Fifty percent or more of your waking hours are spent on your business activities, most of which occur in a business environment—your place of business, someone else's place of business, conference rooms, board rooms and so forth. When you come into contact with your business associates, there are certain matters of business decorum and personal etiquette that are commonly accepted and expected. Although I'm sure you are aware of these business manners and practice them as part of your daily behavior, I think that they bear repeating.

1. If you spill something—coffee, tea, soft drinks or another liquid—in an open area, such as a hallway, lobby or waiting room, leave the area immediately to get away from the mess. Don't tell anybody what happened, and if it becomes necessary, deny any knowledge of the incident. If you spill something in a closed area, such as a meeting room, where your action is obvious, immediately place the blame on someone or something else, such as accusing the person next to you of bumping your arm or saying the container was too hot (or too cold). Continue to reference the incident and the locus of the blame for the rest of the meeting.

2. Don't hesitate to interrupt people who are speaking or to break into a conversation. After all, they will appreciate your input, since what you have to offer is infinitely more important than what they were discussing. Besides, interruptions make for more lively conversations.

3. If you are the cause of an "accident," such as opening a door that bumps into someone else, immediately scold the person for being at the wrong place at the wrong time. You can also scream, "Look where you are going," and state that the other person is a clumsy oaf. You should then get away from the area as fast as you can, brushing off your clothing with your hands. Above all, never help the person who is in the predicament; others viewing the situation may associate you with the clumsiness, and you don't want that to happen.

4. Whenever you enter a room and the lights are on, turn them off immediately, whether someone is in the room or not. This also holds true for air-conditioning equipment that is running, etc. Such behavior will show you are mindful of energy conservation.

5. Whenever you see a closed door, open it. That will aid ventilation and make it easier for people to enter and exit. Never mind what's going on on the other side of the door. You do believe in openness in your organization, don't you?

6. When you come upon a piece of equipment that is not being used, turn it on immediately, punch the keys, turn the handle and otherwise experiment with it. You can learn a lot that way. Don't worry about any data being dumped or the equipment jamming; after all, the operator wouldn't leave it exposed if that could happen.

7. When disposing of waste, stand back at least 10 feet from the waste receptacle and try a basketball-like swish or bank shot to discard the material. This can sharpen your aim and tossing skills, and it can be enormously ego-gratifying when it works. ("Just like the old days.") When you miss and the floor becomes littered, don't worry about it. The maintenance people will take care of it.

8. When you borrow something from someone else, don't bother to return it. If the other person wants it back badly enough, he or she will come and get it. When that happens, hide it and claim that you sent it back. Then wring your hands in a worried manner and state, "I don't know where in the world it could be or what possibly could have happened to it." For things that are available for common use, hoard them in your office and never put them back in their customary location. People will come looking for them, and that facilitates interpersonal relationships.

9. If something is broken, immediately try to fuss with it. That will show your interest and your "let's get it done" mindset. When it doesn't get fixed, kick it, bash it or drop it, so the disrepair is aggravated. It's time you got a new one anyway.

10. Unlock anything that's locked. That shows you are not secretive and adds to the openness in your organization.

11. When you go onto someone else's premises or into someone else's office and he or she is there, rearrange desk ornaments, wall hangings, furniture, bookcases, credenza photos and so forth. The occupant will appreciate the sincerity of your interest in his or her office appearance and will admire your interior-design aptitude.

12. When you go into someone else's office and he or she is not there, look over the papers and documents that are on the desk, and open desk drawers, file cabinets and other hiding places. It's amazing what you can learn that way. (If you want to find out what's going on and the occupant is there, crook your neck a little so you can read the paperwork that's on the desk. That's a little easier than learning to read upside down.)

Fisher's Law #95: If you follow these rules for business decorum, your business-decorum reputation will become a legend.

TABLESERVICE TRENDS IN 1989

Whether it is because of demographic shifts, government intervention or economic developments, tableservice practices change each year—and this year will be no different. Here is a preview of what lies ahead.

Takeout can be a major income generator at tableservice restaurants. Even though hamburgers, sandwiches and pizzas might be the items that first come to mind when you think of takeout food, quickservice restaurants are not the only ones that are responding to the consumer's desire for off-premises meals.

Most of today's tableservice restaurants provide ready-to-eat takeout meals, but according to a survey by the National Restaurant Association, these restaurants need to do a better job of marketing their takeout services in 1989. Many customers just aren't looking to tableservice restaurants to meet their need for meals to go.

In 1989, tableservice restaurants must open the consumer's eyes to midscale and upscale takeout options. The association survey suggests that if restaurants are able to make the consumers aware of their takeout selections there are revenues to be made. Twenty-five percent of the survey respondents said that they would be very likely to purchase carryout meals at tableservice restaurants if they knew they were available.

How can tableservice restaurants let customers know about their services? The most effective marketers will use in-house advertising, such as special menus and table tents,

signs and separate counters or entrances. Select mail coupons and flyers distributed to local office buildings can help tap the lucrative business-lunch crowd. And some restaurants will find that their catering service can serve as an effective marketing device for their carryout goods.

Sous vide has the potential to revolutionize restaurant and catering food preparation. There's a space-age cooking technique that is just beginning to get a toehold into American commercial kitchens—and you're going to hear more about it in 1989. Cuisine sous vide has the potential to revolutionize many aspects of restaurant and catering food preparation, but newer applications and procedures still need to be researched and developed before this innovative cooking technique reaches its full potential.

First the good news. Cuisine sous vide—which is French for "under vacuum"—actually enhances natural flavors while giving restaurateurs the flexibility of preparing large quantitites of delicate dishes days in advance.

At its simplest, sous vide involves carefully arranging raw food on a thin plastic sheet, and then, using a lightly oiled spatula, inserting the food into a specially developed pouch. Next, the container is vacuumized and heat-sealed using a basic single-chamber vacuumizing machine.

The package is quickly cooked in a specially designed steam-injected, air-convection oven for a short amount of time. After being cooked about 90 percent of the way, the food is given a quick ice-water bath to stop the process. Then it can be kept under refrigeration for two weeks or more.

To prepare the foods, the unopened pouch is immersed in boiling water for a few minutes, which fin-

ishes the cooking process as it brings the food up to serving temperature. The packages are then cut open and the contents are plated and garnished.

Because the pouches have a high oxygen and moisture barrier, shelf life

can be extended. In addition, the taste of the foods actually improves, because the foods are cooked in their own natural juices with almost no shrinkage. Foods cooked by the sous-vide method usually require about one-half the spices used in traditional cooking.

The high oxygen and moisture barriers of the pouches, however, also led the Food and Drug Administration (FDA) to issue warnings last year about the safety of sous vide. In essence, sous vide is similar to canning, where a controlled atmosphere is used to extend shelf life. And to put it simply, the risk of contamination exists when food is packaged in a modified or controlled atmosphere. Because the risk is considerable when shelf life is irresponsibly extended or when temperature abuses occur, the FDA has emphasized the importance of using strict controls with sous vide. As in canning, what is known as "GMP," or "good manufacturing practices," must be followed.

Several restaurants across the country have been reaping the benefits of sous vide for several years. Usually, restaurants use sous vide to stock ahead: Less-skilled and lower-paid workers serve dishes that have been prepared by a chef during off-peak hours.

Several operators have also tried to appeal to time-pressured consumers by marketing vacuum-pouched gourmet-meals-to-go, but indications are that consumers aren't quite ready for this application from restaurant kitchens. Before carryout sous vide really takes off, the public will have to be educated about the intrinsic merits of pouched food, and the importance of handling it properly.

As long as proper manufacturing procedures—such as sanitation, product formulation and safety assessment—are defined and followed, the future of sous vide is promising. In fact, as a statement from the October 1988 conference on food protection reads, "The market potential for [these] foods, and the opportunities which [they] present, may indeed be virtually unlimited."

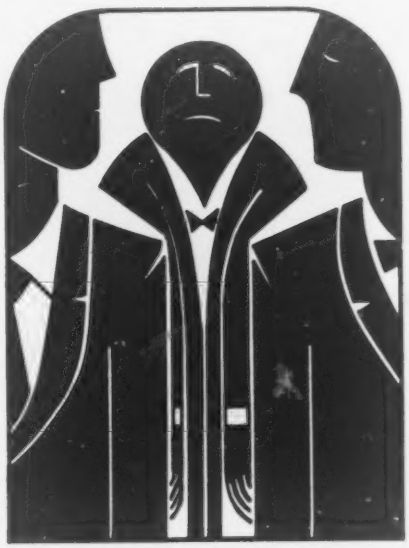
Shake-out period ahead for upscale operations? There is concern about competition among high-ticket operators—those with average per-person checks of $25 or more.

It certainly seems that upscale restaurants in the Big Apple have bucked some difficult conditions in 1988. The New York City press has published many articles on the failure of prominent Manhattan restaurants during the last year. They were probably hurt more than most by the reduced deduction on business marketing meals and employer-paid FUTA and FICA taxes on tips. Furthermore, their customers were also very hard hit by the stock market plunge of October 1987. And then, of course, there are the incredibly high real estate costs in the city.

The problem is not localized, however. In a recent association survey, 32 percent of respondents with upscale operations said competition would be their worst problem in 1989. In metropolitan centers, there may simply be too many upscale restaurants vying for a static number of upscale dollars.

In other words, it is possible that this particular foodservice sector is saturated in certain metropolitan areas. If so, we can expect to see a shake-out period.

But this shake-out period—if it does occur—does not indicate the



demise of fine dining. Even in the one sector of the industry that is involved, the great majority of establishments will survive. In fact, well-managed operations with viable concepts, high-quality service and value for the dollar are likely to prosper.

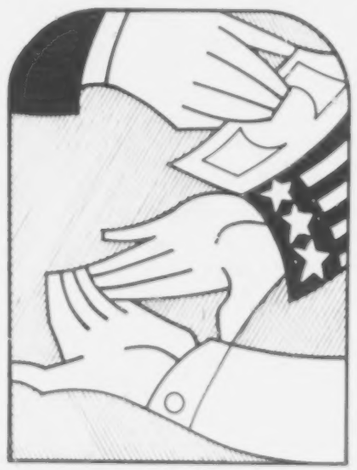
You'll hear more about service charges in 1989. Some midscale and upscale operators across the country are becoming increasingly interested in service charges. But it does not suggest that a dramatic shift is likely this year or next. Instead it points toward a gradual change, with more restaurateurs reporting they are likely to use the service-charge system in the future.

Government regulations—such as those that require operators to monitor employees' tips and to pay Social Security and unemployment taxes on tips—are the most commonly cited reasons for phasing out the tipping system. With service charges, restaurants can put their service staff on

fixed salaries, with superior benefits, and they can also avoid the piles of paperwork now required by the IRS.

Some restaurateurs are already applying a fixed service charge. This practice is significantly more common at establishments with check averages of more than $25 than it is at restaurants with lower check averages. A National Restaurant Association survey indicates that 11 percent of restaurants with per-person dinner checks averaging more than $25 add a service charge to all transactions, as compared to 5 percent or less for establishments with lower check averages.

The survey also suggests that the increased interest in service charges is



not evident simply among establishments with the highest check averages. Restaurants in the $8-to-$15 category and those in the $15-to-$25 category have not ruled out introducing a service charge.

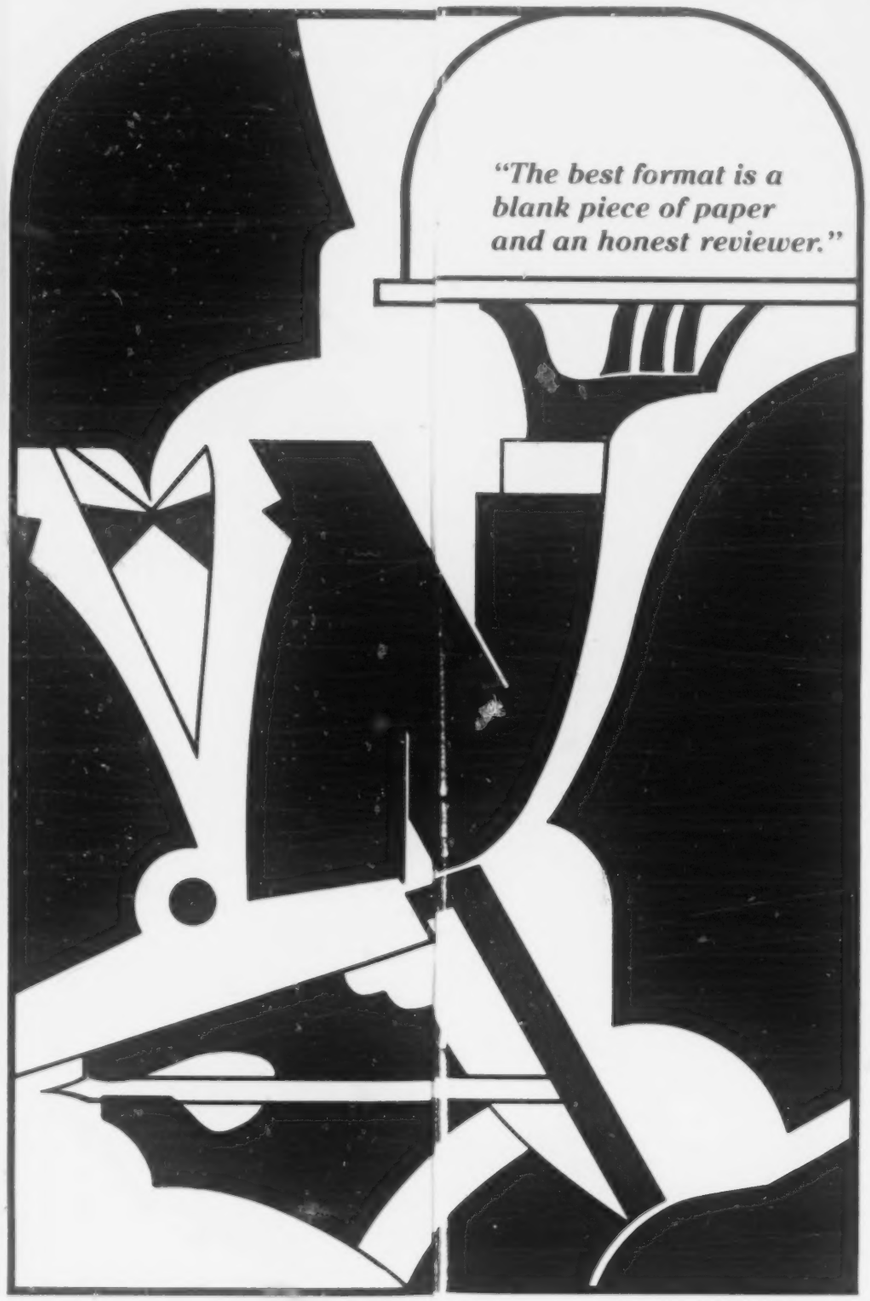
Although consumers have reacted positively to service charges in individual situations, the association's Gallup survey shows that consumers generally hold a negative opinion of service charges. Clearly, restaurant patrons will have to be educated about service charges before restaurateurs have the confidence to institute the practice more widely.

—Paul Moomaw
—Jeffrey Prince
—David Slater

In a recent association survey, tableservice operators were asked to identify the most important problem facing their businesses in 1989. This was an open-ended question, and so it had the possibility of a great variety of answers. Yet a very clear majority—more than 60 percent in most categories—named "labor" first and foremost. Those respondents were referring, of course, to the shortage of employees beginning to be felt by service industries all over the country.

Because of this serious concern, *Restaurants USA* has designated 1989 as the year of the employee. In every issue of the magazine this year, there will be at least one article on how to hire, train and/or motivate employees. This first issue looks at the important motivational advantages of employee evaluations.

"HOW AM I DOING, BOSS?"



When asked about employee evaluations, just about every person at every level of business will agree that employee evaluations are a vital part of doing business well. Why is it, then, that so many businesses, restaurants included, avoid doing performance appraisals on a regular basis, if at all? According to consultant Larry Sternberg of Sternberg and Company in Atlanta, human nature plays a leading role: "Managers at every level will tend to avoid evaluating subordinates," says Sternberg. "The supervisor avoids it because he or she is being asked to make a judgment about someone else. People don't like the confrontations involved."

The ironic flip side of the manager's reluctance to judge an employee's performance is that most employees *want* to know what their supervisors think. In Sternberg's experience, "People always like to hear themselves talked about—even if it's not all positive." Consultant and author Barbara Schindler Jones of Communications Resources in Denver, Colorado, says the most common complaints she hears among employees are: "I'm not sure what management expects of me," and "I don't know how I'm doing."

In addition to the fact that most employees welcome frequent appraisals of job performance, employee evaluations yield benefits that naturally emanate from an open, constructive manager/employee relationship.

How to do evaluations

Once the decision has been made to implement employee evaluations, the main questions to answer are: How often should evaluations be done? What should the evaluations cover? According to consultant Sternberg, "Most businesses do evaluations only once a year. Some progressive businesses do them twice a year. My advice is to do evaluations quarterly, where every manager reviews his/her immediate subordinates." Consultant Jones concurs and adds that the evaluations should be staggered throughout the year. This way, managers can better spread out the time devoted to evaluations, and evaluations become a truly ongoing process.

The foundation for any productive employee evaluation system is open, constructive communication—written and oral—between manager and employee. That is why consultants will not offer a standard prototype or so-called "ideal" evaluation form because every form must be tailored to the specific job under review. "The best format," says Sternberg, "is a blank piece of paper and an honest reviewer. What is most valuable is not the issues covered, but the manager's openness and candor. No form can force openness and candor."

Although Sternberg does not recommend any one format to his clients, he does emphasize using measurable indicators of performance. For starters, Sternberg suggests a restaurateur might examine the following:

1. The average check amount
2. Productivity—the number of parties handled at peak hours
3. Quality—a feedback mechanism for recording customer complaints and compliments
4. Competence—number of accidents or breakage
5. Reliability—the employee's punctuality and attendance.

While Sternberg does not object to including some subjective judgments, such as attitude or appearance, his rule of thumb is: "The more objective the criteria, the less often the manager needs to give personal feedback. If anything comes as a surprise to the employee during the review, the manager has not been doing his/her job."

Sharon Daley, vice president and director of operations at Ecco Cafe in Alexandria, Virginia, develops evaluation forms for kitchen employees and waiters and also trains managers in the Ecco style of evaluation. For Daley, "Evaluations are based on job

Joan E. Herlong is a freelance writer in Arlington, Virginia.

Reducing turnover

A restaurateur may avoid evaluations because high turnover rates leave him or her with little time to do them and a feeling that evaluations are not worth the time involved. Yet evaluations can actually help to solve the labor problem, while omitting them can exacerbate it.

"Lack of evaluation may be a reason for lack of commitment to a job, regardless of whether one is a full-time or a part-time employee," says consultant and author Barbara Schindler Jones of Communications Resources in Boulder, Colorado. "If an employee sees the value of his/her work, there is a greater commitment to that work."

Consultant Larry Sternberg of Sternberg and Company in Atlanta offers the following anecdote as a dramatic illustration of how simple evaluations reduced turnover in one operation: "The Hyatt Regency in Dearborn, Michigan, had tremendous problems with their banquet housemen, the guys who set up banquets overnight," he says. "It was a night shift drawing on a very poor labor market. Turnover was 400 percent per year, and this percentage included managers. Then a new manager, Frank Mallen, was hired. He stepped in and started doing weekly evaluations of the housemen. He designed a simple, one-page form—like a pop quiz—and did evaluations at random so that everybody was evaluated about once a week. He lost half his housemen in 30 days. But the ones who stayed on really appreciated the feedback. New employees were told right off about the weekly evaluation procedure. Within 90 days, turnover went down to zero, and morale was sky-high. The evaluations helped bring out creativity as well as productivity, and the housemen began to take a new pride in their work. They even chipped in to have T-shirts made at their own expense, which said: 'If you ain't a Hyatt Houseman, you ain't @!&*%!!.' "

Sternberg emphasizes that "all employees—full-time, part-time, short-term—need recognition, rewards and feedback. If you make the time for doing evaluations, it ultimately saves you time because people will be doing their jobs better."

descriptions. Our job descriptions are pretty detailed and our training is very thorough." At Ecco, managers do evaluations on a quarterly basis because "it develops awareness of problems before they become real problems and it reduces anxiety. There are no surprises; it's simply an opportunity to make time to talk things out and put things in writing."

To train managers to evaluate, Daley asks new managers to sit in on an evaluation between another manager and employee. "Our forms and training encourage consistency," Daley explains, "and they give a sense of how well a manager is managing. A manager must write at least three sentences on each point, and he/she must be specific."

A monthly report card

At the Sardine Factory in Monterey, California, co-owner Ted Balestreri originated the concept of the employee "report card," based not on grades but on individual sales. In addition to formal manager/employee evaluations done twice a year, waiters receive a monthly report card that reviews lunch and dinner sales, desserts and wine sales in relation to each waiter's monthly head-count of customers (to be fair to part-timers). The report cards are posted, and the winners in different categories get a posted letter of congratulations plus a free dinner for two in any of Balestreri's four restaurants in the Carmel-Monterey area.

In addition to the objective sales approach of the report cards, all customer complaints and compliments are registered daily, and they must be signed by both the manager and the employee. Balestreri believes his sales-based report cards have been a great success for him because, "We all have a tendency to judge people by our own gut feelings and reactions. But that is not always a proper way to measure someone's actual performance. My employees seem very pleased with our system."

There is no point in telling an employee how he/she is doing unless the evaluation also points out how that employee might improve. This two-pronged approach to performance appraisals, says Sternberg, is crucial: "Employees want to know how they are doing and how to do better. It matters to them that their manager simply cares enough to take the time to evaluate them." Jones agrees, adding that, "An employee's eagerness to improve and do a good job is directly related to the attention paid to his/her performance. You see night-and-day difference when employees sense where they're going. When they sense that their work is valued, you see a marked increase in employee morale and productivity."

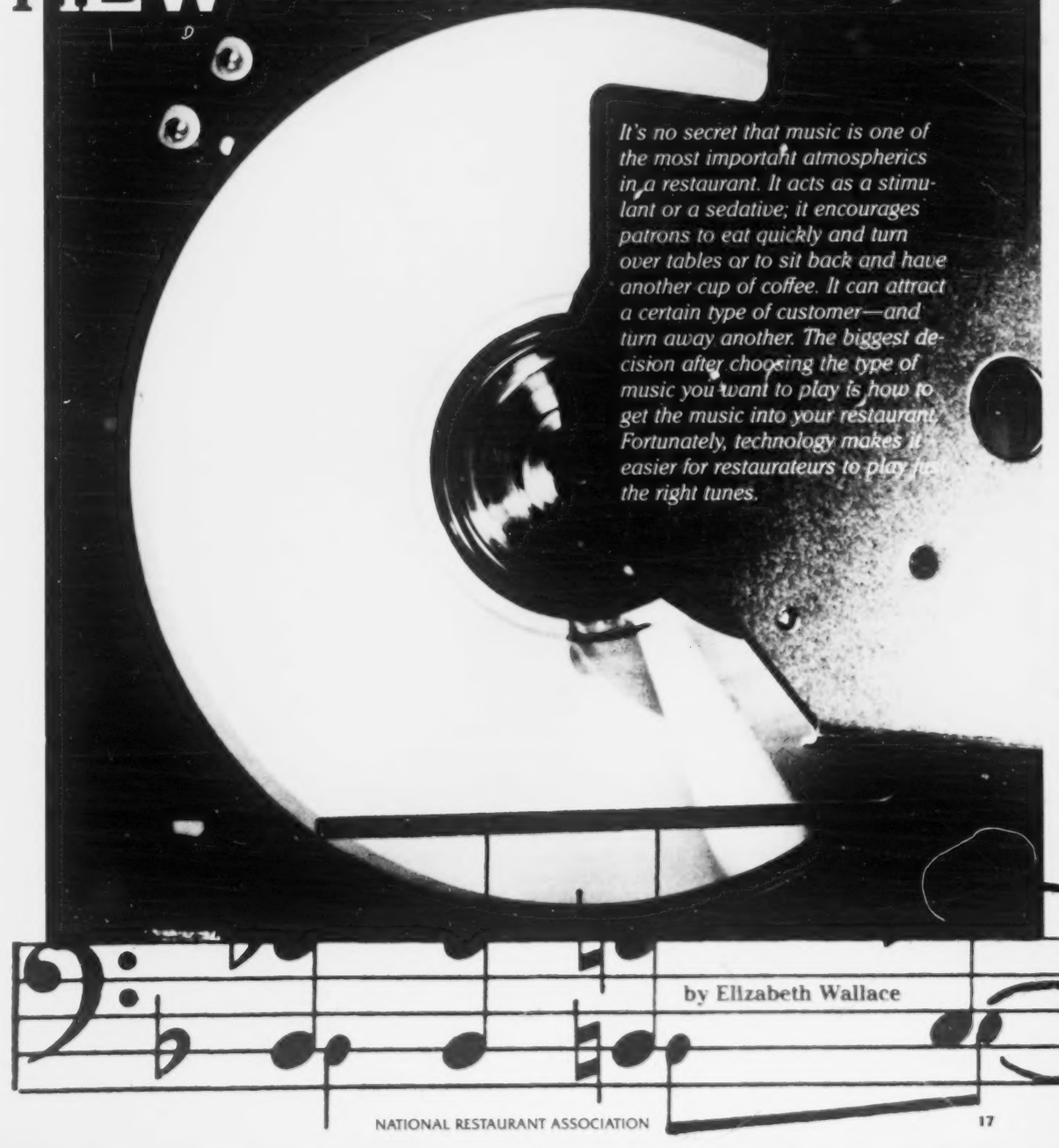
For managers, too

Managers, too, can be motivated by a system of evaluations. At Ecco, 10 to 20 percent of managers' salaries come in bonuses based on a monthly profit-and-loss review. "We take all sales," explains owner and restaurant consultant Mark Caraluzzi, "subtract all controllable costs, and come up with a gross profit number. A bonus is declared on that number, and I have found it is a very effective motivational tool. If the numbers go out of whack, they lose money. It's very simple, and the managers take it very seriously. Our unannounced inspections look to the overall picture of the place, to make sure that the restaurant is pleasing from the customer's perspective as well."

While employers should hardly view employees as potential legal adversaries, consultant Jones advises that "It's important to keep the legal aspects of evaluations in mind—from a positive standpoint. Regular evaluations help keep tabs on management as well as employees. A lazy manager who simply circles descriptions on a form and doesn't take the time to give an accurate review of an employee will be easy to spot. Unless things are written down, they have a way of disappearing, and people tend to remember events differently."

Sternberg says an effective evaluation form should "protect you because it should back up any terminations or promotions you make. No lawyer will tell you that *lack* of records will help in a defense. If you have objective criteria upon which you base your decisions, you just don't run into problems with the law." ❑

NEW VIBRATIONS



It's no secret that music is one of the most important atmospherics in a restaurant. It acts as a stimulant or a sedative; it encourages patrons to eat quickly and turn over tables or to sit back and have another cup of coffee. It can attract a certain type of customer—and turn away another. The biggest decision after choosing the type of music you want to play is how to get the music into your restaurant. Fortunately, technology makes it easier for restaurateurs to play the right tunes.

by Elizabeth Wallace

Getting music into a restaurant is much more than placing speakers in strategic locations and switching radio stations in search of the right sound. Music technology has taken off in the past decade, and restaurants can use that technology to enhance the ambiance of their operations.

Deciding what kind of music technology to use depends on what kind of operation it is. Some restaurants use music strictly as a soothing background element. Others—usually those that attract a younger crowd—feature foreground music by playing upbeat tempos at a loud volume, or they let their customers choose the music by playing jukeboxes. Still others feature music videos—played either on a video jukebox or on a VCR behind the bar—that can serve as entertainment or as background atmosphere.

Sound only

One of the most popular ways of getting music into restaurants is with tapes. Tapes are versatile and afford able and, most important, they put the choice of what music to play and when to play it firmly in the hands of the operator.

An operator can play his or her own tapes or lease them from a company. Muzak, based in Seattle, has been in the music business since 1934; it offers a tape-leasing program called Tones, which supplies tapes and the tape players to restaurants. The Tones catalog offers more than 400 titles, all three hours in length. According to Muzak's Marketing Manager Leslie Ritter, the tapes offer "every kind of music imaginable—from Japanese to Mexican to Halloween or St. Patrick's Day music," and at various tempos—from "mellow" to "upbeat." The wide selection allows the operator to narrow down the type of music to be played to suit a theme, a very specific demographic customer profile or a certain time of day.

Ritter notes that mixed-tempo tapes are becoming increasingly popular because they provide music of varying beats within a particular category—a variety that listeners enjoy.

Once an operator has decided what kind of music to play, he or she can make the selection from the catalog or can turn to a Muzak representative to choose the appropriate music based on the company's experiences with past customers. "We show them a demographic chart that lists the kind of music people in different age groups like to listen to," explains Dan Hart, general manager of the Muzak office in Chicago. "A restaurant in Chicago might have a crowd with a great age range—say between 18 and 60—so we might recommend the Adult Contemporary tapes, with artists like Barry Manilow and Barbara Streisand. But when the older folks jump on the train and get out of the city at night, the younger crowd—18 to 35—will want to hear Hitline selections like Wham or Miami Sound Machine," Hart adds.

To get a restaurant started in the Tones program, Muzak first sends 12 tapes and then a new tape every 30, 60 or 90 days. Operators vary their tape library by returning old tapes for new ones. The cost of renting the tapes depends on the location of the restaurant, how many speakers are used, whether the equipment is leased or bought and how often tapes are exchanged. In the Chicago area, for example, operators using the Tones system pay approximately $50 if they own the equipment and $90 if the equipment is leased. In San Diego, most operators lease the equipment, and the tapes average $70 per month.

AEI is another music company based in Seattle that offers on-premises music programming. AEI's tape selection is divided by tempo: hot, medium, mild or mixed; and style: rock, pop, jazz, country or classical. AEI designs a music format for each client and provides guidelines for using various tempos and styles throughout the day to create the right atmosphere. The tapes include four-hour cassettes and special continuous-loop cartridges. AEI provides an initial "music library" of six tapes and updates the collection monthly through an exchange of old tapes for new ones. The cost of leasing AEI's tape and equipment is approximately $50 a month.

Both Muzak's Tones and AEI's on-premises tape services are proprietary systems—the tape decks they provide will only play their tapes. Thus, a restaurant that uses either system has made a commitment to use the tapes offered.

Janice Kruggel, administrative assistant to the director of facilities for General Mills Restaurants, Inc., headquartered in Orlando, Florida, is pleased with the way AEI's tapes work for the company's Red Lobster and Olive Garden restaurants. Red Lobster units—upscale, full-service seafood restaurants that cater to the family—feature contemporary vocals and instrumentals, but the Olive Garden units, with their strong Italian ethnic atmosphere, feature all-Italian music. The director of facilities at the company headquarters makes the actual tape selections, and AEI sends those tapes to the restaurants monthly.

Kruggel claims that the greatest advantage of using the tape system is maintaining control of exactly what music is played and thereby controlling the atmosphere. "We've got it set up with AEI so that no one from any of the units can call and request a different tape. The selection is controlled here," she explains.

Elizabeth Wallace is managing editor of ***Restaurants USA.***

Chart House wants its customers to feel like they're on vacation when they dine in one of its restaurants. The company had customized tapes made with Hawaiian, Caribbean, Calypso, Brazilian and Japanese Kitaro music to reflect this tropical mood.

As an added service for larger companies, AEI will set up a schedule by tape number so unit managers know what tapes to play when.

Chart House Restaurants, a national chain of upscale steak and seafood restaurants, uses AEI tapes in all 57 of its units. "We choose upbeat, contemporary music—about 50 percent vocals, 50 percent instrumentals—all meant to be background music," explains Dave McCoart, who helps make the selections as vice president for operations in the Southwest. Each month AEI sends the tapes directly to the general managers at each restaurant, and they decide when to play the tapes, based on traffic patterns.

But Chart House hopes to go one step further. It is working with AEI to develop a customized sound that will be associated with its restaurants. Because many of the Chart House restaurants are located in vacation spots and quite a few are on the water, the company wants its music to convey an " 'island attitude,' [vacation atmosphere] that people will associate with our restaurants," says McCoart.

Chart House is working with AEI to develop music with a tropical feeling, including Hawaiian, Caribbean, Calypso, Brazilian and Japanese Kitaro instrumentation. Chart House's goal is for this music to become so identifiable that, "when people hear the music they will know they are in a Chart House restaurant," says McCoart.

Customizing tapes is a costly endeavor, of course, and one that is not easy to come by for the smaller operator. Houston Striggow, director of operations for EMI in New Haven, Connecticut, would love to have customized music for the company's four restaurants, but he can't find anyone to make the tapes for him. He has contacted recording companies large and small, and they all tell him the same thing—"Your operation is too small to justify the expense of having special music programmed." So Striggow relies on AEI's tape library to get the music he wants into his restaurants.

Clear sound and profit

Compact-disc technology has become the premier audio system, because of its ability to reproduce clear, true-to-life sound. Unlike tape decks and turntables, nothing touches the coated surface of a CD—a laser light on the CD player digitally reads tiny impulses on the disc to create the same sound even after hundreds of plays. That clear CD sound is now available in jukeboxes. The Seeburg Corporation in Addison, Illinois, has created LaserMusic—a CD-playing jukebox. LaserMusic jukeboxes hold 60 discs—each one a separate album—with up to 1,000 songs—a sizable increase over the traditional jukeboxes that held 80 45-rpm records with only 160 songs on their A and B sides. The discs are displayed in their album jackets so that customers can flip through them and easily recognize what artists and/or songs they would like to hear.

The LaserMusic system can be operated on a pay-for-play basis—the customer inserts $1 or $5 for a certain number of plays—or the operator can run the system on a "free-play" mode. LaserMusic is installed on a revenue-sharing basis so that the operator shares in the profits that the machine generates, while the jukebox distributor handles maintenance and updates the CD selection.

Dolly Bragg, manager of The Buttery, a 260-seat lunch and lounge operation in St. Paul, Minnesota, is very pleased with the way customers have responded to the CD jukebox. "They love the great sound and the selection—customers will bend over the machine for half an hour, flipping through the selections, arguing over what to play," she says.

Bragg never wants the LaserMusic machine to be silent. "If customers aren't playing it, I will take money from the cash register and play an album." From the machine's selection of jazz, rock, country, easy-listening and pop, she chooses music to suit the mood of the moment. And she confesses a weakness for certain artists. "During lunch, I alternate between Bobby Short and Patsy Cline." She notes that during happy hour, customers in the lounge (who generally range in age from 28 to 40) play more rock music and tend to skip around in their selections, rather than playing an entire album.

The CD jukebox has been a money-maker for The Buttery. Bragg says that there is always "a good

amount" left over after she reimburses the till for free plays. Customers pay $1 to hear three songs or $5 to hear an album, and they tell her that the wide selection and clear sound is what they enjoy. "It certainly makes more than the traditional jukeboxes did," she notes. Seeburg claims that a LaserMusic jukebox can take in $150 to $275 a week, depending on traffic.

Bragg also uses the CD jukebox to provide music for private parties and wedding receptions held at the club, but she is especially careful to control what the machine plays during these events. She puts the machine on continuous play with music to please—and not offend—the guests. "I'll play Frank Sinatra and other singers that the older guests will like. It keeps the teenagers from plugging in Aerosmith," she explains.

Music from outer space

Even though the technology isn't new, getting music via satellite may still seem a little far out. In fact, satellite transmission might be overkill for an independent operator who just wants to get good music into his or her restaurant, but it does offer unique advantages to multi-unit operations and restaurants or hotels that have more than one seating area.

Instead of buying tapes, the restaurateur buys one or more "channels" that function like a radio station controlled at Muzak or AEI headquarters. This assures programming variety and flexibility. For example, each receiver in a restaurant chain or hotel can be programmed to accept specific signals so different types of music can be played in different units or rooms to suit the mood of each area. But the specific selections are determined by the music company.

Large chains can also design a "signature channel" to play specific types of music and their own advertisements in every unit simultaneously—from Bangor, Maine, to Sacramento, California.

Muzak offers five channels or formats and charges its satellite customers approximately $75 per month for transmission of one channel. Costs increase as more channels are added, but the price for each add-on decreases incrementally. Prices will vary in different areas of the country. AEI offers four formats. Its minimal charge is $50 per month, with incremental charges for additional channels.

Brown Derby restaurants—a chain of 50 fullservice, midscale, steak-and-seafood restaurants in Ohio, Pennsylvania, Michigan, Florida and Arizona—recently decided to implement satellite music broadcasts in all of its units. Mike Alexander, district manager, believes that "satellites are the future. They offer more options than other music systems."

Alexander says that the greatest advantage in using the satellite system is that it puts company headquarters in control of what music is being played. Prior to installation of the satellite, there was no uniform music system. Most of the units had tape players, and Brown Derby management had agreements with tape-leasing companies to regularly send specific music formats—mostly low-key instrumentals—to each restaurant. "Inevitably, the wrong tape would be played at the wrong time," notes Alexander, and some unit managers were going outside of the prescribed tape library and requesting other tapes. "The satellite system is foolproof. All they have to do is flip a switch and they have music in the restaurant," explains Alexander.

Brown Derby chose two channels from AEI's formats: mixed tempo, "timeless pop" vocals for the dining room and Top 40/dance music for the lounges or the dining rooms during the evening hours. According to Alexander, the new music has created a "fun atmosphere."

Sound and video

Music videos have become a part of the American culture, and it didn't take long for restaurants to start offering them to their customers. Because videos are seen as well as heard, they can serve as foreground music/entertainment—in fact, some operators make videos a focal point of their restaurants. But videos can also serve as background music.

There are two ways to bring music videos into restaurants: video jukeboxes and leased tapes. The two methods differ in programming control: Video jukeboxes allow the customers to choose what music to play; the tape system puts control into the hands of the operator.

□ **Video jukeboxes.** Rowe International, based in Whippany, New Jersey, has been making jukeboxes for 62 years. It took advantage of the popularity of music videos when it introduced its line of video jukeboxes in 1984. Rowe now has jukeboxes in 1,500 locations across the country. Michael Reinert, director of business affairs, estimates that 40 to 50 percent of those jukeboxes are in foodservice operations—most of which cater to young patrons, such as pizza parlors or campus restaurants and lounges.

Rowe's video jukeboxes offer 40 video selections and 160 audio choices. The company produces three "genre reels" per month—country, urban contemporary and rock. Each reel includes 50 percent from the specific genre and 50 percent Top 40 music. A monthly newsletter, "Video News," lists new releases.

Wendall Blankenship, franchisee for four 115-seat Pizza Hut units in Texas and New Mexico, has installed video jukeboxes in three of his stores and reports that they have gone over very well, especially among customers between the ages of 18 and 35. In fact, Blankenship installed four additional monitors in his Plainview, Texas, store so that every customer in the restaurant could view them.

Even though the idea of a jukebox is to let customers decide for themselves what they want to hear, Blankenship retains some control of the format by choosing what tapes go into the jukeboxes. He programs them to play "medium rock" videos and a few country selections. If there is a video that he deems inappropriate for his family-oriented restaurants, he can "blot" it out so that a customer can't play it. Blankenship has run into a problem with this system, however. "The machine is programmed to play a free video every 15 minutes that it remains silent. And it could decide to play one of the videos that I've blotted out—I can't control that," he explains.

Blankenship also uses the screen on the video jukebox to feature his own promotional messages. Before the jukebox plays a free video, it will flash the day's special or an upcoming event on its screen. And during the birthday parties that are frequently held at the restaurant, the screen will read "Happy Birthday" for the guest of honor.

Not only can video jukeboxes boost food and beverage sales, but they can also provide a nice profit on their own. Most video jukeboxes are installed by a local distributor on a revenue-sharing basis—the operator shares in the profits that the jukebox takes in. The standard price for video plays is 50 cents each. A video jukebox can bring in between $175 to $200 per week on average.

□ **Tape leasing.** Telegenics Music Video, based in New York City, started leasing tapes with compilations of popular videos in 1982, and today it has more than 1,000 customers nationwide. Customers who subscribe to Telegenics can choose between six new one-hour tapes and one two-hour tape every month. The cost for the videotapes varies depending on how many tapes a customer leases every month, but the average member price is $80 per one-hour tape and $125 per two-hour tape. Nonsubscribers or one-time customers who want to lease a tape will pay more.

The tapes are programmed demographically into six categories: progressive music featuring a lot of lesser-known and unusual European acts; dance music mostly by black or Hispanic artists; Top 40/pop selections, a "dance plus" reel with mainstream dance music like Duran Duran or Michael Jackson; Country/Western selections; and the "Lounge-o-matic" tape that features up-to-the-minute videos by popular artists.

To give operators a low-key option, the two-hour tape of nonstop videos features established artists that can be played as background music during quieter hours. "These are artists your parents have heard of," claims Jon Thomas, sales manager for Telegenics.

Steve Edlund, general manager of Ben's Steak House in West Palm Beach, Florida, has been a Telegenics member for three years and has collected dozens of the company's videotapes. He plays the tapes in the restaurant's 150-seat lounge during breaks in the live music featured at the club. Edlund used to play audio tapes, but was losing customers between sets. "I noticed that people would be watching the clock, waiting for the band to come back on," he explains. Videos solved the problem. The lounge already had a 46-inch big-screen TV to show sporting events.

"Using the videos was a natural solution," claims Edlund, who added two 25-inch monitors to increase viewing capacity.

To appeal to his customers who are mostly aged 35 and older, Edlund chose the Lounge-o-matic tape format with Top 40 music. In choosing the right music, "you can't put your personal preference over your clientele's," he states.

At Caliente Club Restaurant (90 seats) in New York City, the videos are an integral part of the upbeat, modern atmosphere. A three-part motorized screen drops down over a large mural that pictures a colorful old-fashioned city-street scene, and the three projectors that play the videos can be synchronized or set to run different videos.

The restaurant receives videotapes from several companies on a rotating basis, giving it an ever-changing library of tapes that are handled by a "VJ"—video disc jockey—who programs the videos and keeps the music geared toward the young, energetic crowd. There is a window in the "video command booth" for customers to come up and request songs.

The restaurant likes to be creative in using its three screens. "We'll play the same video on two screens, with maybe an old movie or a sporting event or some other 'wallpaper' video without sound on the third." The videos lend themselves to contests and promotions as well. For example, the VJ will run a quick clip of an old movie and then will offer a free T-shirt or food item from the trendy, mostly-Mexican menu to the first customer who identifies the movie or one of its stars. The club's general manager Jordan Naftal compares the atmosphere to a sports bar where customers are involved with the action on the screens.

In sum

Innovative technology increases the choices restaurateurs have to bring sound to their establishments. Deciding what kind of music system to use depends on many factors, but the two most important are: who controls what music is played—the operator or the customer—and how that music enhances the overall operation.

Paying the piper

Almost every piece of music you hear is protected by copyright and cannot be played without obtaining the permission of the copyright owner. Does this mean that every time you play music in your restaurant you have to pay the owner of the copyright? Yes—but it's not as complicated as it sounds. The American Society of Composers, Authors and Publishers (ASCAP) will provide business owners who play music in their establishments with a "bulk license" for a "reasonable and nondiscriminatory rate," which allows you to play the music of its more than 37,000 members—including just about every song you'd ever want to play. ASCAP in turn distributes royalties to all its members, so, in fact, you have "paid the piper."

Many of the music systems available pay the ASCAP fees directly. Make sure you know whether this is the case. If your restaurant features live performances, you must obtain a license through ASCAP. For more information on licensing and fees, contact a regional ASCAP office or its headquarters at One Lincoln Plaza, New York, NY 10023, (212) 595-3050.

KARAOKE

Japanese Sing-along Goes American

One of the most unusual technological innovations in music entertainment is karaoke. In Japanese, karaoke (pronounced "kah-rah-okay") means "empty orchestra," and it is an apt description for this sophisticated piece of equipment that provides musical accompaniment for amateur singers.

Karaoke emerged in Japan in the 1970s, when cassette decks that played popular songs with the vocal tracks deleted came on the market. The Japanese people consider the "sing-along" an important form of expression; it provides a way of building fellowship among family, friends and coworkers. The karaoke machines sold quickly, and soon karaoke clubs were opened throughout the country. There are an estimated 6 million karaoke players in Japan today, two-thirds of which are in commercial establishments.

Pioneer Laser Entertainment, Inc., in Carson, California, believes that Americans are ready for karaoke, and it is marketing the karaoke players to restaurants and lounges across the country in an effort to build a "karaoke culture."

The idea is catching on. Karaoke clubs have opened in American cities—especially those with a sizable Japanese population—and according to John Jelinek, spokesperson for Pioneer, sales of the karaoke machines have been double the projected numbers. Jelinek agrees that karaoke is an unusual form of musical entertainment, but claims that, "people really enjoy it. It's like a high-tech amateur hour."

Along with the soundtrack, the Pioneer karaoke player provides a video that displays the lyrics to the songs, so that the "singer" will be able to go on stage and perform without any preparation. The system features more than 200 titles, including hits from the 50s, 60s, 70s and 80s, Country/Western tunes and holiday favorites. The karaoke unit will also accommodate a singer's voice range by playing the songs in different keys. Pioneer's suggested retail price for the karaoke machine is $3,000. The cost of the discs varies by size: an 8-inch disc with eight songs costs about $40; the more-popular 12-inch disc with 28 to 30 songs costs $125.

Gioia Siciliano designed her restaurant, Budokhan, in West Los Angeles, completely around karaoke after seeing it performed in Japan. "I thought it would work great in America," she says; and judging by the success of her establishment, she was right. Open Wednesday through Sunday, Budokhan offers one karaoke show per weeknight and two shows on Friday and Saturday nights. Siciliano explains that running the restaurant is a lot like booking for dinner theater. "We tell people to come early so they can eat and then enjoy the karaoke."

Seven hundred customers each week come to the 125-seat restaurant to experience karaoke. Unlike the more subdued use of karaoke in Japan, Budokhan's Americanized version makes for a lively evening. "In Japan, karaoke clubs are small, plush, very expensive places for businessmen to go and relax. It's very different in America," Siciliano explains. The music, too, is different. In Japan, the music is "Enka"—soft, melodic ballads that usually tell a story—whereas American karaoke is usually upbeat with a lot of rock music. Siciliano says that the difference between the two cultures is very obvious to the Japanese who come to Budokhan and gaze in wonder at the way the Americans have adapted karaoke.

Each table has a song menu listing 500 selections, and request cards. The customers fill in their names, the disc numbers for the songs and the song titles, and hand them to an MC who runs the show. The MC calls people up when it's their turn to sing, and they pay $1 per song.

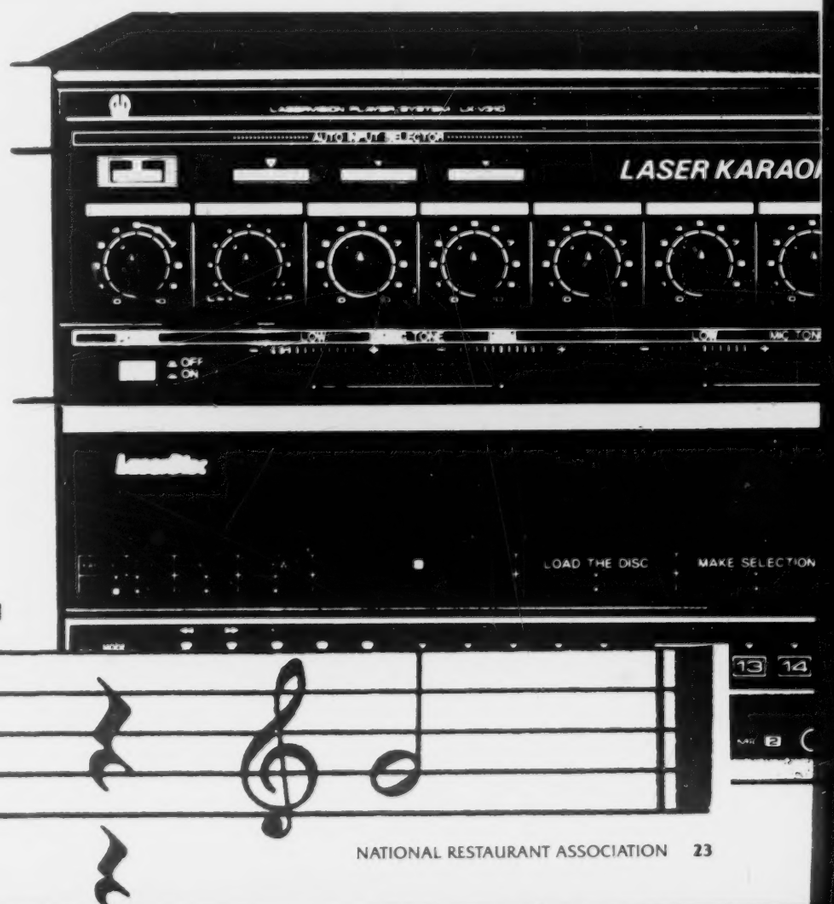
There are many large parties at the restaurant—the average number includes 12 people—which can lead to requests coming at a furious pace. "What happens often is people who are familiar with the system will fill in their cards immediately—maybe requesting 20 songs. Then another table comes in and requests 10 songs. We have to be fair and regulate the number so that people at one table are not waiting for two hours to get their turn," explains Siciliano. They also try to mix the types of music to be played. "We might go from a ballad to a rock song to get some variety," she adds.

The restaurant is set up like a theater with a stage. There is a large screen behind the stage to the right, which plays the accompanying video, and a monitor on stage so that the performers can read the lyrics. There is a DJ to handle the changing of discs and videos in a booth separate from the stage. There is even a screen in the cocktail lounge so that the customers there can join in, too.

And join in they do. Siciliano says that the crowd usually sings along with the performers on stage and that the number of people who don't sing is very small. "If someone doesn't want to sing, the crowd will start chanting their name until they come up," says Siciliano. But she claims it isn't usually a problem getting people to go up on stage. "What usually happens is the first time they will go in a group and maybe stand in the back. But once bitten, they're addicted. And the crowd is really supportive," she adds.

Siciliano is betting that karaoke will continue to gain popularity. She is planning to redesign Budokhan early in the new year to be "state-of-the-art American karaoke." Her plans include updating the decor and menu—which offers mostly Japanese food—to be "more American." Without elaborating on her plans, she did claim that she wants to lead the pack in introducing the karaoke experience to the American public. "We draw in more and more people who enjoy it every day," she exclaims.

—Elizabeth Wallace



In response to a readership survey, Restaurants USA editors have been fine-tuning the editorial focus of the magazine so that it will address the needs of the greatest number of readers. This month we are initiating a column called "What's Cookin'?" that will focus on regional trends in greater depth than is possible in "How's Business" or "Food for Thought."

Although all of this month's stories focus on delivery trends, in the future not all items in "What's Cookin'?" will be related. Please let us know if interesting developments in your community can be covered.

San Diego, CA

Doorstep diets

Thanks to Joanne Guy of San Diego, dieters can have their cake and eat it, too. Guy's innovative business, "Doorstep Diets," delivers a 900, 1,200 or 1,800-calorie-per-day diet plan to homes or offices between 6 a.m. and 9 a.m.—up to six days a week.

Guy's customers can choose to have two or three meals delivered. The meals are packaged in microwavable containers, and they are so varied, says one customer, "that not a single main dish is repeated within six weeks."

All menu items are low in cholesterol, sodium, sugar and fat, and the nutritionally balanced program is approved by the American Heart Association. A dietitian is on call to review menus and answer questions. Many of Doorstep Diets' customers, however, are not on weight-loss diets but simply enjoy the convenience and the emphasis on nutritious food.

Even performing within the calorie requirements, Guy and her staff of eight manage to prepare flavorful dishes that would never be mistaken for traditional diet fare. Spicy gourmet dishes from a variety of cuisines, such as Middle Eastern, Italian, French, Spanish, Mexican and Greek, often appear on the daily menu.

Among the items on an average 900-calorie plan, for example, might be a crusty rich wedge of Italian spaghetti pie, a whole-wheat enchilada, Greek pastitsio, delicately seasoned Oriental chicken with plum sauce and a gooey sloppy joe.

Breakfasts provide the least variety, and usually include an array of muffins, such as whole-wheat almond, banana, blueberry bran, pumpkin nut and corn. Other breakfasts include homemade crepes filled with cottage cheese and topped with fresh fruit puree, baked apples stuffed with granola, and bagels with neufchatel cheese.

Lunch usually consists of a hot main dish and fresh fruit. Dinner entrees are always accompanied by a fresh salad, and for the 1,200 and 1,800-calorie plan suscribers, a whole-wheat roll. Cookies, cakes and pies are served in portions that vary according to calorie requirements.

For five days of three meals a day, prices are $73 on the 900-calorie plan, $84 on the 1,200-calorie plan and $97 on the 1,800-calorie plan. For six days, prices are $88, $100 and $115 respectively. Lunch and dinner-only plans are about $10 less in each category.

Most of the four-year-old company's business comes from referrals, says Guy, "and we showed a profit from the beginning." In fact, she adds, business nearly doubled in 1988.

—Washington Post, New York Times

Arlington, VA

A cornucopia of delivered delights

Pam Wright has fond childhood memories of the neighborhood vegetable man, whose regular visits would leave her mother's pantry stuffed with fresh produce and other unique foodstuffs. Through Cornucopia, a personalized delivery shopping service, Wright recreates the role of the vegetable man for enthusiastic subscribers.

Wright began the Arlington, Virginia-based company more than two years ago with the intention of providing the best of what is seasonably available to a few discerning clients. Her signature item, the "traditional basket," is a country bushel-basket overflowing with an assortment of fresh fruits, garden vegetables, salad greens and trimmings, herbs and French bread. All items are personally selected by Wright during her daily treks to wholesale markets.

The baskets are available weekly in two sizes. A $25 basket serves the produce needs of an average couple for one week, and a larger basket is offered at $35 for families of four.

For those with the desire, but not the know-how, to cook at home, Wright also delivers "instant epicure" baskets. These baskets include all the fresh ingredients for a gourmet meal for four. One October menu, for example, featured 10-ounce choice New York strip steaks, fresh mushrooms in mustard cream, snowpeas, celery and greenleaf lettuce salad, a round of French bread and fresh raspberries with cream. Prices for instant-epicure meals range from $35 to $40, depending on the menu. Many of the baskets, says Wright, feature local products, such as Lee Street Heat, a fiery salsa produced in Alexandria, Virginia.

Cornucopia also delivers nine distinctive gift baskets that feature local gourmet foods and hand-crafted gift selections. The "Best-of-Virginia" basket, for example, includes Graves' Apple Butter, canned Chesapeake clams with a spicy-dip package, aromatic Virginia hunt sauce, herbed honey, sun-dried tomatoes and a unique "more-than-rice" mixture. The "Breakfast Basket" is a wire kitchen basket filled with fresh breakfast pastries, Dominique's strawberry preserves, a pound of First Colony coffee and a tin of breakfast tea.

—Restaurants USA
interview

Kalamazoo, MI

Simple meals strike a chord

In her travels around the country as a food marketing representative, Phyllis Farrell noticed a need for basic, home-delivered, healthy meals—with the emphasis on "basic." "I figured there must be a lot of homemakers who would enjoy having a good meal ready to serve," says the former home economics teacher. "Nothing fancy like a caterer might provide, just something simple and attractive to the family."

In June 1982, Farrell moved on her instincts by opening The Ample Pantry, a Kalamazoo, Michigan-based home delivery food service. Serving simple homecooked meals to a target market of professional couples, "empty nesters" and small private parties of six to 12 people, Farrell has seen her business grow to projected sales of $400,000 in 1988.

Ample Pantry's 15-member staff prepares two sets of rotating menus. The "family fare" menus include main dishes such as turkey divan, lasagna and Swedish meatballs. Selections rotate on an 11-day cycle. The "special fare" meals, which range from baby back ribs and beef kebobs to prime rib and stuffed pork chops with orange sauce, rotate on a six-day cycle. Farrell also offers a picnic basket that features herb-baked chicken, vegetables and dip, fruit, bread and brownies.

Each day's "special fare" and "family fare" selection includes salad, a fresh vegetable, fruit, bread and dessert, all of which are prepared from scratch that day. Fresh herbs from Farrell's kitchen garden are used in many of the dishes, and a fresh strawberry garnishes each flower-stencilled basket.

The considerable success of The Ample Pantry is belied by Farrell's modest aspirations. "We're not trying to say that this is the finest cuisine in Kalamazoo," she asserts. "We're simply saying, 'Let us do the cooking so you can do something else.' But we're different and unique in the marketplace because we're so basic. I think this concept would work well anywhere."

—Freelance submission by Judith Stewart

Bethesda, MD

Rent-a-chef

Foodtemps, a fullservice temporary personnel agency for the food industry, won't deliver a meal to private homes. But the company will send a chef.

In addition to supplying temporary workers for restaurants, corporations, clubs and caterers, about 30 percent of Foodtemps' business comes from private clients. According to principal Penelope Pate-Green, the demand for chefs for private clients comes in two varieties. The first is on a one-time basis for a party. The other is on a weekly or bi-weekly basis for standing clients. Often, says Pate-Green, these time-pressured clients will hire her chefs to prepare family dinners for the days ahead.

Hourly prices are based on the skill of the chef, and usually range from $15 to $40 per hour, with a four-hour minimum. In four hours, says Pate-Green, a basic cook can prepare a couple of simple meals and store them for future use. An elaborate dinner party will require a chef with a higher skill level for at least eight hours—four hours of preparation and four hours of on-the-spot work.

The idea of chefs for hire has caught on with some area chefs, too, who have branched out on their own. Several of them have steady customers who depend on them for everything from a quiet meal for two to a gourmet dinner party.

—Restaurants USA
interview
—David Slater

THE COOKBOOK EXPLOSION

The number of new cookbooks has exploded during the last few years. Since 1987 nearly 1,000 new cookbooks have been published, joining the 4,000 already on the racks. Such a prodigious output is the direct result of the widespread interest in food and cooking.

by Ann Walker Smalley

Gone are the days when home kitchen bibles, which combined recipes, household hints and more, were all the American cook needed or wanted to assist in preparing three meals a day. Such basic books have been supplemented by cookbooks of increasing specialization.

In fact, if there is one major trend in cookbook publishing, it is the switch from everything you need in one volume to one volume for every need. It seems that every trend and lifestyle in America has inspired a cookbook or two. The demand for convenience and speed, the interest in health and nutrition, the fascination with the famous, the interest in exploring one's roots and exotic tastes, the yen for "the good old days" and "homemade," the move back to the land and gardening, the desire for natural ingredients, are just some of the interests that have transformed the cookbook market.

Cookbooks have changed in appearance, too. Cookbooks published before the 1970s looked like the technical manuals they were intended to be—plain, with pages of recipes and a few sketches to explain the more complicated procedures. The new cookbooks are glamorous, oversized volumes, often with lavish color photographs. Many fall into the coffee-table category; more for home decorating than actual kitchen use. But even cookbooks meant to be used are illustrated with color photos or drawings. They are designed to be read easily and enjoyed. While some of this is the result of advances in publishing, it also reflects the demands of the sophisticated cook.

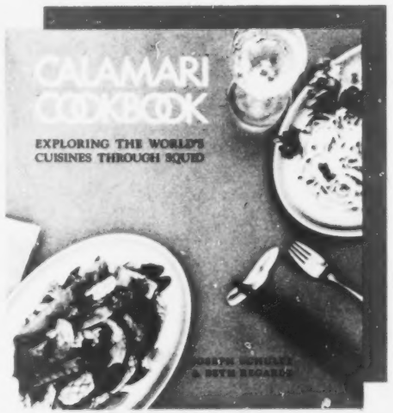
Ann Walker-Smalley, who was manager of the Information Service and Library at the National Restaurant Association for three years, has recently relocated to St. Paul.

Single topic

Cookbooks devoted to a single topic are one of the largest categories of new cookbooks. There are dozens devoted to one food in all its glory and variations, treatises on one meal, and those that explain one cooking technique. Among the very best are those on seafood or exotic vegetables. *Wild About Mushrooms* (Aris, 1987) is a clear, concise and well-organized introduction to wild mushroom cookery, with plenty of sketches and a detailed index. The book's last section—"A Cook's Mushroom Miscellany"—gives charts and indexes with foreign and scientific names, a glossary and bibliography. Other singular tastes are met by *Peppers Hot and Chili* (Aris, 1988), *Calamari Cookbook* (Celestial Arts, 1987), *Ginger East to West* (Aris, 1984), and *The Plain and Fancy Mustard Cookbook* (Globe Pequot, 1986), to name a few.

The one-meal cookbook has also become popular with the publication of such titles as Marion Cunningham's *The Breakfast Book* (Alfred A. Knopf, 1987), which give pointers on starting the day with more interesting fare than cornflakes.

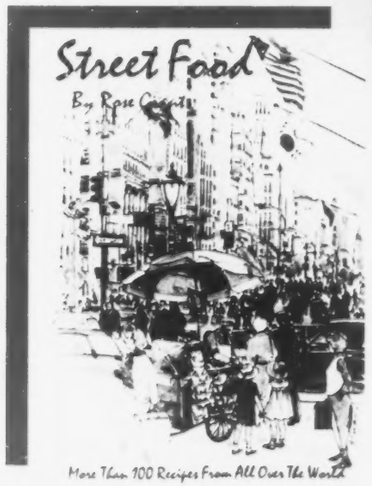
Even parts of a meal get special attention—from *Tapas* (Alfred A. Knopf, 1985)—a great introduction to these little dishes of Spain—to *The Cake Bible* (William Morrow, 1988), an encyclopedia of recipes that range from the simple to the elaborate.



New or revived cooking techniques have inspired cookbook authors. The trend to throw everything on the grill has resulted in a half-dozen or so new books, including the excellent *The Grilling Book* (Aris, 1985) and *The Joy of Grilling* (Barron's, 1988). *The Grilling Book* gives techniques and tools for grilling that go beyond campfire basics. *The Joy of Grilling* is more traditional in its approach, but it offers complete menu suggestions and advice on barbecuing for large crowds. Other titles in this area include *Fish on the Grill* (Contemporary Books, 1986) and *Shellfish on the Grill* (Contemporary Books, 1988).

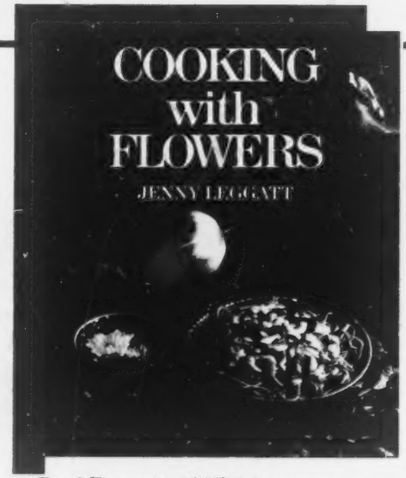
Clues to food trends

Perusing the cookbook section in a bookstore or library will give some clues about what Americans are eating. All the food trends are represented. Seafood may be the cookbook leader, with 1988 titles including *The Joy of Seafood* (Barron's), *Fish Steaks and Fillets* (Crown), *The Seafood Cookbook* (Times Books) and *The Fishmonger Cookbook* (Yankee Books). *The Joy of Seafood*, written by the chef of New York's Polo restaurant, for example, offers 150 recipes as well as a glossary of characteristics of each fish and suitable substitutes.



Microwave ovens and other labor-saving devices are embraced by those who want to get meals ready in a hurry. Cookbooks have responded to the need, with such titles as *Tasty Timesaving Cookbook* (Better Homes and Gardens, 1988), *Glamour's Gourmet on the Run* (Villard Books, 1987), *Cook Quick* (Oxmoor House, 1986), *30-Minute Meals* (California Culinary Academy, 1986) and *Microwave Gourmet* (Morrow, 1988).

Perhaps because we are in such a hurry, we yearn for the good old days and real mashed potatoes. *Good Old Food* (Barron's, 1988) has a warm, cozy look about it as well as recipes and comments on foods from the old country that are remembered from grandmother's house. *Street Food* (Crossing Press, 1988) gives the background and recipes for many remembered foods. Jane and Michael Stern are champions in the nostalgia cookbook category. Their *Square Meals* (Knopf, 1986) is a trip back to childhood, and their *Real American Food* (Knopf, 1986) is an excellent source for regional American delicacies such as Buffalo chicken wings.

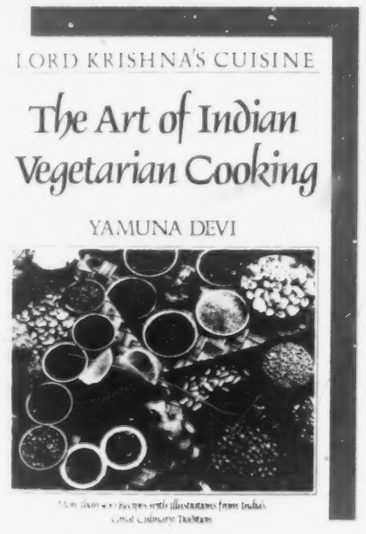


Food and history are brought together in other ways, too. Facsimiles of old cookbooks paint a picture of life and food in other eras. But the recipes may be hard to duplicate since they call for such items as "amber gum" and "emptins." *The Original Boston Cooking School Cookbook* (NAL/Plume, 1988) was first published nearly a century ago, and Dover offers *The First American Cookbook* (1988), a facsimile of *American Cookery* published in 1796. Perhaps easier to use is *Fifty Years in a Maryland Kitchen* (Dover, 1988). It has updated measurements and ingredients for the modern kitchen.

Americans are into "homemade" and growing their own ingredients. Two lovely books on using and growing fresh ingredients are *The Complete Book of Herbs* (Viking, 1988) and *Cooking with Flowers* (Fawcett Columbine, 1987). Many cookbooks mention flowers as a garnish, but *Cooking with Flowers* actually incorporates their unique flavors and beauty into a wide variety of dishes, including rose-petal sorbet, steamed lavender rabbit and multi-flower omelette.

Cookbooks devoted to low-calorie cooking or for people with dietary restrictions abound. A few years ago the Four Seasons made a big splash with its *Spa Cuisine* (Simon & Schuster, 1986) cookbook, and it is still among the best. Beautifully prepared and presented foods make the diner forget that it is "diet food."

Other special audiences have their own cookbooks. For those who choose the vegetarian way of life, there are dozens of cookbooks, including the award-winning *Lord Krishna's Cuisine: The Art of Indian Vegetarian Cooking* (Bala Books/E.P. Dutton, 1987). This 800-page volume



The reference shelf

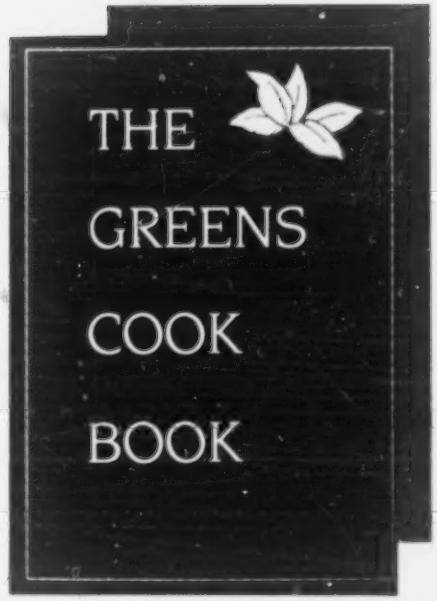
Reference books are important in any profession, and cooking has its share of key titles. *Larousse Gastronomique: The New American Edition of the World's Greatest Culinary Encyclopedia* (Crown, 1988), edited by Jennifer Harvey Lang, is completely revised and updated. It combines the traditional with the best of the new and is a good all-around resource for the cook, especially since all the recipes have been adapted for use in American kitchens.

Culinarians interested in the "whys" as well as "hows" of food and cooking should consult *On Food and Cooking: The Science and Lore of the Kitchen*, now in paperback (MacMillan/Collier, 1988).

Here are a few other books that can answer a lot of questions.

- *Food* by Waverly Root (Simon & Schuster, 1980) is a dictionary of all types of food—truly A to Z.
- *The New Larousse Gastronomique* (Crown, 1977) is the classic encyclopedia reference of many chefs. You need this one as well as the new one.
- *The Chef's Guide to Practical Restaurant Cooking* (Van Nostrand Reinhold, 1988) is a new reference with simple, succinct instructions for 2,000 recipes. Succinct is the key here; this is for the trained chef, not the novice.
- *Uncommon Fruits and Vegetables, A Commonsense Guide* (Harper & Row, 1986) is a comprehensive encyclopedia of produce. It has descriptions, sketches and recipes for everything from yuccas to kiwis. Includes a bibliography.
- *The Encyclopedia of Fish Cookery* (Holt, Rinehart and Winston, 1977) can help you determine which fish is which. Color photos, recipes and a full range of entries on fresh and salt-water fin and shellfish.
- *The Dictionary of American Food and Drink* by John Mariani (Tricknor & Fields, 1983) is useful if you need to know the history of brunch or the origin of the doughnut. It includes brief histories and descriptions of food and customs.

is a comprehensive discussion of this sophisticated vegetarian cuisine. The recipes are based on readily available ingredients and have been adapted to American kitchens. There are discussions of equipment, techniques and suggested sources.

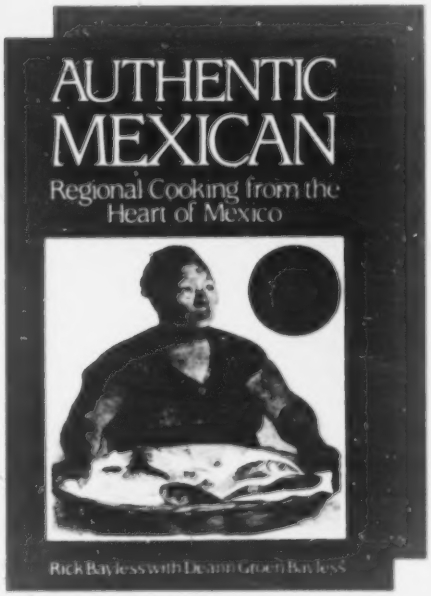


As Americans have become more adventurous in their food tastes, traditional ethnic foods—Chinese, Italian and French—have been joined by more exotic fare, including: *A Taste of Lebanon* (Interlock Publishing Group, 1988), *Great Thai Cooking* (Royal House, 1988), *A Taste of Morocco* (Crown, 1988), *Persian Cuisine* (Mazda, 1988), *Fire and Spice, the Cuisine of Sri Lanka* (McGraw-Hill, 1988), *Hang Tough! Basque Cooking, Life and Ways* (Strawberry Hill Press, 1988) and *Irish Country Cooking* (Crown, 1988). *A Taste of Morocco*, for example, captures the sights and tastes of a cuisine shaped by a history of invasions and the influence of the invaders, in a lushly photographed volume. *Irish Country Cooking*, on the other hand, is laced with folklore, quotations and homespun wisdom. Its recipes for hearty Irish dishes are excellent for the upcoming winter—and, of course, St. Patrick's Day.

Even while we dream of foreign travel and exciting cuisines, Americans look for clues to their cultural and ethnic heritage closer to home. This search for our roots seeks clues in regional and ethnic foodways, making cookbooks sprinkled with history and folklore popular. Some of the more unusual ones are *A Cook's Tour of Iowa* (University of Iowa Press, 1988), *The Best of Amish Cooking* (Good Books, 1988) and *Kinfolks and Custard Pie: Recollections and the Recipes from an Eastern Tennessean* (University of Tennessee Press, 1988).

Southern cooking is a trend in itself, and several excellent cookbooks give the secrets of beaten biscuits and pine-bark stew. *Southern Food* (Knopf, 1987) explores great foods of the South in history, at home and on the road. Other titles include *New Southern Cooking* (Alfred A. Knopf, 1986) and *Craig Claiborne's Southern Cooking* (Times Books, 1987).

American regional cookbooks abound, including the bow to Southwestern cuisine: *Foods of the Sun* (Harper & Row, 1988), as well as titles with a new twist, such as *Kosher Creole* and *Kosher Cajun*, both by Pelican in 1988.



Restaurant tie-ins

Publishers like the regional-name recognition that a tie-in with a well-known restaurant brings to a cookbook. Regional loyalty helps sell books. *Norman Van Aiken's Feast of Sunlight* (Ballantine, 1988) is based on his Key West restaurant and incorporates the best of the local ingredients in its recipes. San Francisco's Greens restaurant has its own *The*

Greens Cookbook (Bantam Books, 1987), which offers imaginative recipes for all seasons, using fresh ingredients. Research for the cookbook *Authentic Mexican* (William Morrow, 1987) contributed to the opening of Chicago's Frontera Grill, where a full range of authentic Mexican food is served.

Chefs with wider reputations have entered the market, too. Alice Waters has written several Chez Panisse cookbooks, including the new *Chez Panisse Cooking* (Random House, 1988) she wrote with Paul Bertolli.

Television has given several chefs national name recognition, most notably Julia Child. This doyenne of TV cooking has carried the cookbook one step further by creating a six-volume series of video cookbooks (see sidebar).

What to look for in a cookbook

It is easy to see from this brief overview of recent titles that there really is a cookbook for every taste. But what do you look for in a cookbook—besides recipes? Great cookbooks provide indexes to the ingredients in the recipes. This way, if you have a surplus of an item or two, you can find recipes in which that item may not be a title ingredient.

Instructions should be precise and complete. You should not be left with ingredients at the end because they were not mentioned in the instructions. If the instructions say "fold the pastry like a flag" or similar poetic allusions, the cookbook should tell you which flag and give an illustration. If the cookbook is a reissue of a foreign version, measurements should be converted for you. It should not be necessary to cook with your calculator. Unusual or foreign terms should be translated.

Photographs of the expected result are helpful, especially for complicated procedures. Photographs used as illustrations should give the exact recipe title and the recipe page number in the caption. Captions for photographs of many finished products should clearly distinguish what's what. It is frustrating to look at a photo of a dozen kinds of cookies and then try to figure out which one is really "Snowdrops." Drawings as illustrations should also be clear and well-labelled. If the recipes call for unusual ingredients, it is helpful for the cookbook to include a list of mail-order suppliers.

And because cookbooks give us great inspiration and satisfaction, a great cookbook is always entertaining to read. ❑

Publish your own

So you have an idea for a cookbook. Here are two books you can turn to for advice.

□ *How to Write and Publish a Classic Cookbook* (NAL/Plume, 1987) is written by two consultants who learned their trade managing the compilation and publication of Junior League cookbooks. The advice and encouragment in this easy-to-follow guide will benefit anyone with a cookbook idea. The guide discusses both self-publishing and trade publishing, where to find recipes and how to test them. It also discusses the mechanics of publishing and marketing.

□ *How to Write a Cookbook and Get It Published* (Writers Digest Books, 1984) discusses three approaches to getting a cookbook published—self-publishing, trade publishing and personal publishing (limited editions for family and friends). The section on finding or creating recipes, testing them and then writing the instructions clearly is very complete. The design and illustration of cookbooks as opposed to other books is considered. The various cookbook markets and ways to approach them are discussed.

It's on tape

Is a picture really worth a thousand words? Cookbook publishers hope so, if the recent wave of video cookbooks is any measure. A wide variety of instructional cooking videos are available, and they do have some advantages over the printed word, particularly for complicated or unfamiliar procedures. A demonstration you can watch—and then watch again—beats any number of pages of explanation. The best of the videos are designed as reference works, with different "chapters" of information. Using videotapes for cooking instruction requires patience—and a VCR with rewind, fast forward and freeze frame. These features make finding a particular bit of information much easier.

Julia Child keeps us entertained through her six-volume *The Way To Cook* (Random House Home Video). Each of the tapes addresses a specific area of cooking—from meat and poultry to first courses and desserts. She is, of course, the household name of on-screen cooking and she is just as lively here as she has been all those years on PBS.

Other famous names have videos, too, including *Spago: Cooking with Wolfgang Puck* (Warner Home Video) and *Madeleine Cooks Chicken* (Bregar Video). *Jacques Pepin's Guide to Good Cooking* (Videocraft Classics) is a multitape series offering some basic techniques. Titles include the *Secrets of a Master Chef, Jacques Pepin on Soup, Fish, Bread and Rice, etc.* and *Jacques Pepin on Meat, Salads and Pastry, etc.*

Videocraft Classics has an entire roster of famous cookbook authors on its screen. Bert Greene of *Greene on Greens* and *Greene on Grains* has produced *The Vegetable Lover's Video Cookbook*. Others include *The Four Seasons Spa Cuisine Video Cookbook with Seppi Renggli* and Giuliano Bugialli's *A Guide to Italian Cooking*.

These videos come with cookbooks to accompany the filmed instructions. Don't buy a video that doesn't. It's not possible to entirely abandon the printed word.

Medal-Hungry Wines

Might Steal the Limelight from Your Cuisine

by Robert L. Pepi

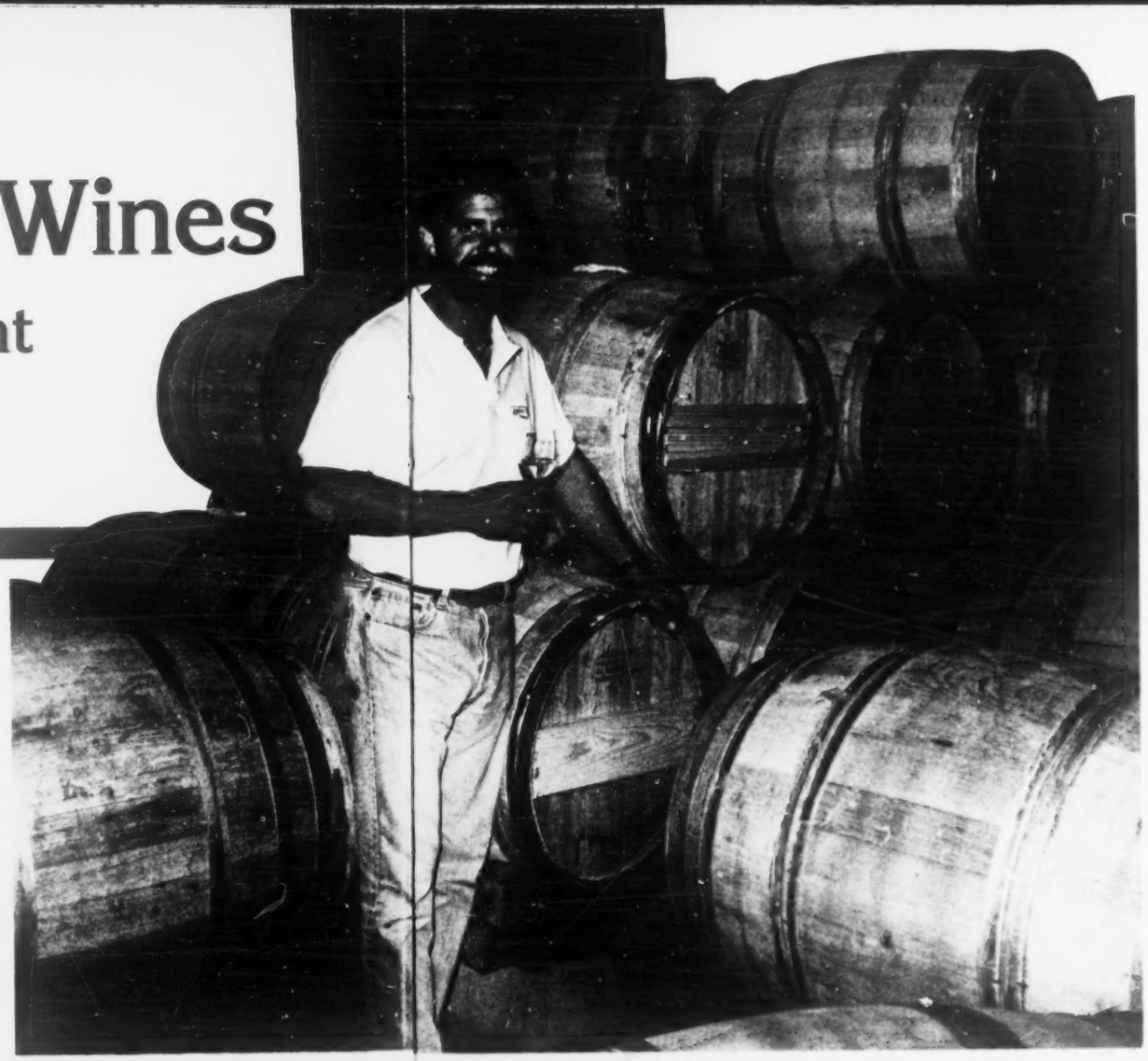


Table six is celebrating a special occasion. They've chosen your restaurant because they want everything to be perfect—the right atmosphere, fine service, superb food and a pleasing wine as an accompaniment. Unfortunately, it may be that last element that taints the entire evening.

Your wine list may have been carefully chosen to emphasize award-winning wines (blockbusters that haul in medals at competitions), but these are often the wrong ones to serve with a meal. Designed to stand out among hundreds of other wines, gold-medal champs too often overpower food and dominate the meal.

Sure, with the hundreds of wines out there, medals help distinguish some wines from others, and they make your selling job easier. After all, when evaluating which wines to sell, don't you always ask, "which *will* sell?" If your sole motivation is profit, a wine list crowded with gold medalists is the answer.

Medal-winners may work against you

Certainly wine sales can be a profit center for your operations, but to more and more diners, a fine wine is part of a complete dining experience. It's only part of what draws Mr. or Ms. Diner back to your restaurant, and award-winning wines may not always enrich your customers' dining experience. Wouldn't you rather spend a little more time selling a bottle that shows off the food of which you have every right to be proud?

An award-winner can be a food wine, of course. Many of the best food wines have a slew of awards to their credit. The wines I work so hard to match with foods, for instance, have managed to gather their fair share of medals. But avoid the trap of believing that every prize-winner is a natural with foods—more often than not you'll founder, or more accurately, your food will appear to founder.

I strive to make complex wines that are balanced. I am constantly evaluating my wines against a meal. Does it overpower? Are they showcasing? What does the food do for the wine? What does the wine do for the food?

A glance at most wine reviews, however, shows that wine critics and judges are looking for a different set of criteria—a strict adherence to traditional, bolder styles. Hundreds of wines are tasted without food. Is it any surprise, then, that the recommended wines aren't necessarily ones that enhance foods but wines whose components are so striking that they overwhelm your cuisine as well? It's like making a veal scallopini dish where the marsala is too obvious; sure the flavors stand out, but is the dish balanced and enjoyable?

I'm not faulting that kind of judging. It's hard for any but the boldest, sometimes one-dimensional wines to stand out after senses have been numbed by 100 or 200 wines judged in a few hours. The downfall is the misuse, or worse yet, blind acceptance of those judges' work. Wine drinkers assume that the bottle with the most awards is automatically the best. They don't find out otherwise until an award-winning, blockbuster Cabernet sends their lamb chops scampering back to the kitchen.

Robert L. Pepi and his father own and operate the Robert Pepi Winery in California's Napa Valley. As a winemaker, Bob is dedicated to making wines that complement the flavors of fine foods.

How to build a list

How do you build a wine list that complements your meals, enhances your customers' evening and continues to be a profitable part of your restaurant operations?

The first step is to enjoy yourself while preparing that list. When you have a bite to eat at your restaurant, enjoy it with a glass of wine from your list or one that you are thinking of adding to your list. See how it marries with your food. You judge your food by its balance and pleasing array of flavors; rate the wine similarly. You'd no more want the flavor of rosemary or garlic to be predominant in a dish than you'd want a California Chardonnay to smell and taste of obvious oak.

When selecting wines, remember your chef. Encourage him or her to become familiar with all the wines that will be paired with your menu. After all, he or she tastes all the other ingredients in the dishes—why not the wine?

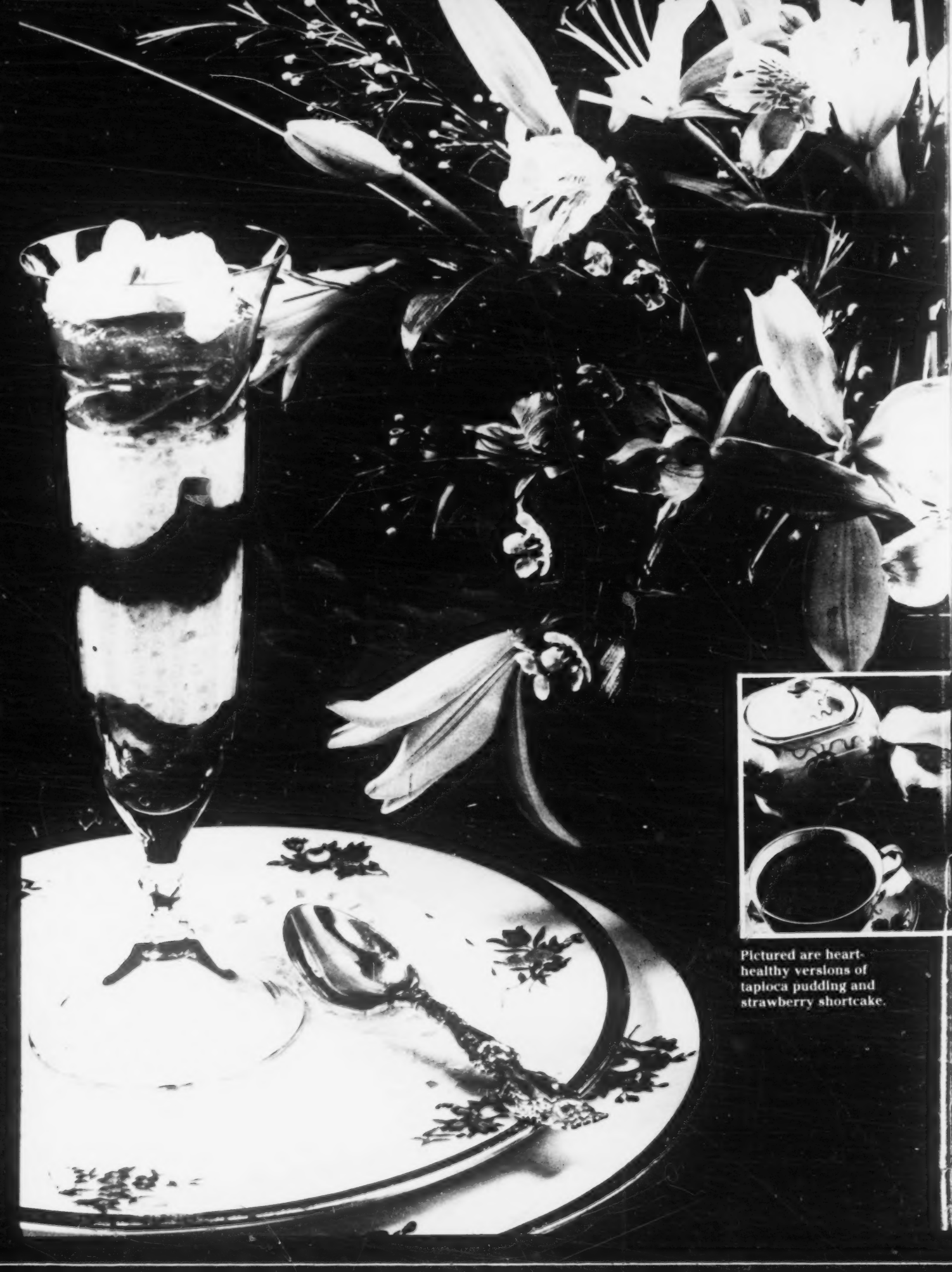
Another approach to building a wine list is to turn some of the judgment over to your better customers. These are people who enjoy your restaurant and know your foods. By offering them a new bottle of wine to try with their meal, you'll not only get an honest appraisal, but also make them feel part of the decision-making process. To some extent, the premium wine-by-the-glass program is an extension of this idea. If you're unsure of whether or not to put a wine on the list, buy a few bottles or cases, offer it by the glass and see what type of reception it receives.

Finally, from a sales standpoint, your waitstaff is your most valuable resource. After all, they are your direct contact with the customer. If they are making the customer feel at ease, it's more likely that the diner who came in for a brief two-course meal will extend his or her meal to three or four courses—especially when the waiter can offer a glowing description of an entree or waxes eloquent over a not-to-be-missed dessert.

The same is true of wine sales. An informed, friendly waiter can do wonders to increase your wine sales. The more opportunity you give your staff to try wines from your list with food from your menu, the better salespeople they will become for your establishment. Let them experience for themselves how certain wines can set off certain dishes. Soon they'll be recommending wines as easily as an appetizer or a dessert.

This is more work than simply leaving customers to pick wines from a medal-crowded menu, but there are two positive results that come from the additional time and training. First, your customers, with help from the waiters, are more likely to order more than they would have if left to their own devices. Second, most diners are excited about trying something they are not familiar with—something they haven't had at home. They are not coming to a restaurant to have the same food they can cook at home, so why expect them to order only wines they drink at home?

Have fun compiling your wine list. Seek input from others. There are no perfect wine-food combinations because people's tastes are different. But there are some wines, because of their complexity and balance, that will appeal to a broader range of diners and marry better with more of your foods. ❑



Pictured are heart-healthy versions of taploca pudding and strawberry shortcake.

SWEET ALTERNATIVES

Low-Fat, Low-Cal Desserts that Taste Good

Many consumers—particularly those over the age of 40—have been told by their doctors to lower their cholesterol rate, reduce their weight and/or avoid the saturated fats that dominate most desserts. For these customers, there are sweet alternatives.

by Gary M. Stern

Although they realize that pies and cakes are holding their own with sugar-craving Americans, savvy restaurateurs have turned to alternative desserts to boost sales for those diners who will not or cannot order rich treats such as cheesecake, super-premium ice cream or chocolate mousse.

Many restaurateurs have been working with local heart associations to create alternative desserts. In 1987

the Chicago Heart Association, for example, sponsored a much-publicized dessert contest open to all area restaurants. Each dessert had to be low in cholesterol or cholesterol-free, low in saturated fats and low in calories. The winning recipe came from chef Gale Gand of Melange restaurant in Wilmette, Illinois: Sorbet Terrine with Mint-marinated Oranges. It had no fat of any kind, no cholesterol and only 160 calories per serving.

According to David Jarvis, executive chef at Melange, sorbets are a perfect choice for a low-calorie dessert alternative. "Sorbets are not so dietetic, but they are still flavorful. They give you the full flavor of a dessert without the calories of a chocolate cake," he notes.

Jarvis follows a prescribed sorbet recipe that includes taking a simple syrup, adding a puree and freezing it in an ice-cream machine. Only a minimal amount of sugar is added, enabling the dessert to maintain its low-calorie level. Because the waitstaff can inform patrons that sorbets are tasty but low in calories, servers are key to promoting sorbets.

SORBET TERRINE WITH MINT-MARINATED ORANGES

Serves 8

Ingredients:
3 flavors of sorbet of contrasting colors (suggested combinations are strawberry, lemon and orange; or raspberry, cassis and grapefruit)
2 mint tea bags
½ cup sugar
4 oranges

Method:
Bring 4 cups of water to boil. Pour into a bowl and add tea bags and sugar. Let steep while preparing the oranges.

Peel oranges with a knife, removing the white pith. Cut section of oranges by cutting between the membranes to remove wedge of fruit. Add all orange sections to tea and let marinate overnight.

Line a loaf pan with foil. Spoon sorbet into pan in layers, one flavor at a time, freezing 30 minutes before spooning in the next flavor. After all three flavors have been layered, cover and freeze overnight.

To serve: Turn sorbet terrine out of loaf pan onto a plate and peel off foil. If terrine doesn't turn out easily, rub loaf pan with a hot wet towel and then try again. Return it to freezer for 30 minutes.

Place one 3-ounce slice of terrine on each of eight plates and garnish with marinated orange sections. Serve immediately.

Gary Stern is a freelance writer in New York City.

Low-fat, low-cholesterol options

In December 1988, the Washington Hospital Center created 14 mouth-watering but not heart-stopping desserts—to offer consumers concerned about cholesterol, saturated fats and sodium a sweet alternative for the holidays. Many of these dishes were adaptations of American favorites, such as bread pudding, strawberry shortcake, tapioca pudding and whipped cream. Although they are not all low in calories, they all meet the clinical guidelines for those concerned with the health of their hearts.

"We did this not because low-fat desserts are a means to a healthy heart, but because we're realists who recognize that people need choices beyond no dessert or death by dessert," explains Dr. Joseph Lindsay, Jr., chairman of the division of cardiology at the Washington Hospital Center. "The recipes pay close heed to

the dietary restrictions of those wishing to prevent heart disease as well as those recovering from cardiac disorders. Eaten in moderation, these desserts are not damaging to the heart."

TAPI-APRICOTA WITH BRANDY SAUCE

Serves 6

Ingredients:
3 egg whites, room temperature
⅓ cup sugar
3 Tbs. Minute Tapioca®
2 cups skim milk
2 oz. (1/2 carton) Scramblers® frozen egg substitute, thawed
2 tspns. vanilla extract
1 (10.25 oz.) jar apricot jam
Brandy sauce (1/2 cup Washington Heart® whipped topping* plus 1 Tbs. apricot brandy)
1 or 2 Tbs. sliced, toasted almonds for garnish

Method:
In a medium bowl, beat egg whites until thick and foamy. Gradually add sugar and continue beating until sugar is dissolved and the mixture stands in soft peaks. Set aside.

In a 3-quart saucepan, mix tapioca, milk and the egg substitutes; let stand for 5 minutes to thicken. Cook over low heat until mixture boils. Add vanilla and then fold in the beaten egg whites.

Fill a stemmed goblet half full with pudding. Layer apricot jam about 1/2 inch thick over the pudding; add another layer of pudding to 1/2 inch from the top. Dollop 1 Tbs. of the brandy sauce on each serving. Sprinkle with toasted almonds.

Variations:

□ **Raspberry**—substitute raspberry jam for apricot jam in pudding and raspberry liqueur for brandy in topping

□ **Chocolate**—blend 2 Tbs. cocoa into sugar before beating it into egg whites, and substitute 1 Tbs. coffee liqueur for brandy in topping

□ **Peach**—substitute peach preserves for apricot jam in pudding and substitute 1 Tbs. peach schnapps for brandy in topping

Nutritional information per serving:
234 calories, 2.6 grams fat (0.4 grams saturated fat), trace cholesterol, 50 milligrams sodium

*WASHINGTON HEART WHIPPED TOPPING®

Makes 4 cups

Ingredients:
1 ½ tspns. unflavored gelatin
¼ cup water
2 Tbs. confectioners' sugar
½ tspn. vanilla extract
¼ cup chilled evaporated skim milk

Method:
In small pan, sprinkle gelatin over water; heat slowly, stirring until gelatin dissolves. Pour into small bowl of electric mixer. Add confectioners' sugar and vanilla; cool. Add evaporated milk; beat at high speed until very thick—like whipped cream. Cover and refrigerate.

Nutritional information per 2 Tbs. serving: 4 calories, trace fat, trace saturated fat, trace cholesterol, trace sodium.

Alternative desserts can taste good

Many restaurateurs presume that diet desserts will prove deadly and will turn off all but the most dedicated of dieters. But this is not so. One of the reasons is that inventive chefs are proving that alternative desserts don't have to be lackluster. Even a wedding cake was adapted by the Washington Hospital Center to be truly a sweet heart treat. "We tried to get a good cross between nutrition and quality," explains Rosemary Cox, R.D., who helped New Jersey food columnist Dixie Anderson develop the recipes the hospital released in December.

Cookbooks have good ideas, too. In the soon-to-be-reissued cookbook *Great Desserts* by *Food & Wine* magazine, there is a lightened version of the classic *pots de creme au chocolat,* called Chocolate Silk. It weighs in at only 160 calories per serving, and could be just what a deprived chocoholic might dream of to finish off a special meal. The calories can even be reduced further if some of the high-fat dairy products are replaced with lower-fat items; such substitutions would, of course, make the dessert more suitable for those on low-fat restrictions. If, on the other hand, whipped cream (¼ cup for 6 servings) is added with 1 tablespoon of coarsely chopped blanched pistachio nuts, the calorie count will edge up to 200 calories per serving, and the fat content will grow.

CHOCOLATE SILK

Serves 6

Ingredients:
6 Tbs. sugar
¼ cup sifted, unsweetened cocoa powder
2 Tbs. sifted cornstarch
1 tspn. unflavored gelatin
1 cup half-and-half
1 cup skimmed evaporated milk
⅔ cup milk
2 jumbo egg yolks, lightly beaten
2 tspns. vanilla extract

Method:
In a large heavy saucepan, combine the sugar, cocoa, cornstarch and gelatin, pressing out all lumps. Add the half-and-half, evaporated skim milk and regular milk; whisk vigorously to blend. Set the pan over moderately low heat and cook, stirring constantly with a wooden spoon, until the mixture just boils and is thickened and smooth—about 10 minutes.

Blend a little of the hot mixture into the beaten egg yolks, then stir the warmed egg yolks back into the pan. Cook over moderately low heat, stirring constantly for 3 to 4 minutes. The mixture must not boil or the eggs will scramble. Remove from heat and stir in vanilla. Set the saucepan on a rack to cool for 10 minutes, stirring frequently to prevent a skin from forming on the surface.

Ladle the mixture into six decorative 4-ounce pot de creme cups or white porcelain ramekins and cool completely. Cover each cup with plastic wrap, then refrigerate at least 5 hours or overnight.

Customers will buy them

Is it worth the trouble to create alternative desserts? Yes, say restaurateurs. However, the track record has been longest with low-calorie items, since low-fat, low-cholesterol alternatives are just entering the market.

The restaurants at the Ritz-Carlton and Marriott hotel chains, for example, have proven that low-calorie des-

serts can increase dessert sales if they are marketed properly and made appealing enough. Henri Boubee, executive chef of the Ritz-Carlton Buckhead hotel in Atlanta, worked with representatives of the American Heart Association to devise appetizers, entrees and desserts that conformed to health guidelines. The fitness-cuisine menu has been so popular that 60 percent of luncheons and 30 percent of dinners are ordered from it.

Each appetizer, entree and dessert is listed with its calories. Many of the fitness desserts have been selling themselves, says Mary Alexander, director of public relations for the hotel, and need no extra marketing from the staff. She estimates that 50 percent of desserts ordered at lunchtime are from the fitness-cuisine menu.

Boubee says that devising lower-calorie desserts involves a new way of thinking for chefs. "In the old days we used cream and sugar. But now things are wide open."

Fruit serves as the foundation of most of Ritz-Carlton's lower-calorie desserts. Sugar may be added for flavor and consistency, but only in the smallest of doses. Skim milk, fructose and ricotta cheese replace cream and sugar as main ingredients.

Sometimes diners are surprised by their desserts. Two patrons, served a special dessert made with ricotta cheese, wanted to return it to the kitchen. "We can't have whipped cream," they informed their waitress. Told that the ingredient was low-calorie ricotta cheese, they changed their minds and cleaned their plates.

"There are a lot of people looking for lighter fare, lighter desserts and fruit alternatives," says Sue Halsey, director of food and beverages for the Marriott Corporation. Last summer Marriott Corporation restaurants ran a special promotion that featured a lower-calorie cheesecake, made with Equal®. It amounted to 300 calories per slice, half the amount of the traditional cheesecake. Although Marriott recipes are confidential, Halsey says the ingredients of the "American Dream Cheesecake," as the item was called, included neufchatel and ricotta cheeses, fresh lemon juice, gelatin, vanilla and a graham-cracker crust.

At Chez Eddy in Houston an even less caloric cheesecake was developed, weighing in at only 260 calories per serving.

Chez Eddy is a unique restaurant, founded by the Methodist Hospital's Institute for Preventive Medicine. Every item on its menu adheres to the American Heart Association's recommendations on fat content; however, the restaurant also strives for customer appeal, since it is operated as an upscale restaurant.

Lois Nenes, Chez Eddy's general manager, admits that creating low-calorie desserts takes ingenuity. "When you try to modify desserts, most of all you lose texture—the texture of fat. There's nothing you can do to really replace whipped cream or butter," she says.

Through experimentation, Chez Eddy's chefs have invented two very popular desserts—Coupe Chez Eddy, which is a mixture of low-fat yogurt and strawberries and the low-fat cheesecake. Although the cheesecake does not have the creaminess of a New York-style cheesecake and it takes longer to prepare because the ingredients must be whipped a long time, the item has been a good seller.

THE RITZ-CARLTON'S RICOTTA-CHEESE TORTE

Serves 6

Ingredients:
1 tspn. vanilla extract
3 ozs. puff-pastry dough
1 cup skim-milk ricotta cheese
2 tspns. fructose
1 lemon
Raspberries

Method:
Roll out puff pastry dough and cover tart shell. Bake. Cool. Combine vanilla, fructose and cheese. Fill tart shell and garnish with lemon and raspberries.

LOW-FAT CHEESECAKE, CHEZ EDDY

Serves 12

Ingredients:
2 lemon rinds, grated
2 orange rinds, grated
40 ozs. part-skim-milk ricotta cheese
20 ozs. neufchatel cheese
34 ozs. plain yogurt
4 whole eggs
1½ cups liquid egg substitute
2¼ cups honey
1 Tbs. plus 1 tspn. vanilla
½ cup flour
½ cup arrowroot

Method:
Preheat oven to 350° F. In food processor cream ricotta, neufchatel cheese and yogurt. Put into large mixing bowl; beat at medium speed. Add lemon and orange rinds. Beat in eggs, one at a time, and add egg substitute 1/4 cup at a time. Add honey, vanilla, flour and arrowroot. Pour into a buttered (use margarine), floured springform pan. Place in a water bath of cold water halfway to top.
Bake 1½ hours.

Few commercial products

There are few, if any, high-quality commercial products that restaurateurs can turn to to meet the low-fat, low-calorie needs of their customers. In fact, many dessert manufacturers consider dessert and low-cal to be a contradiction in terms and haven't tried to develop less-fattening treats because they say "the products don't taste right," "the commercial market isn't there," and "people can cut back on calories in other ways." Those who have tried to develop an alternative fight with the aftertaste that artificial sweetners often leave behind, especially if they are heated. When the new fat-substitute products—Proctor and Gamble's Olestra and NutraSweet's Simplese—enter the market, manufacturers may be able to switch to controlling fats. Simplese is expected to be used in ice cream, margarine, yogurt-processed cheese and a range of other products. Olestra will be used in cooking oils and similar products. ❑

1989 wholesale food price outlook

Here is a forecast of food prices for 1989, based on the 65th annual Agricultural Outlook Conference, held by the U.S. Department of Agriculture (USDA) in December 1988.

1988 will be remembered as the year of the drought. Parts of the United States experienced the worst heat and dry weather since the dust-bowl summers of the 1930s. The drought produced large-scale crop failures, particularly for wheat, grain, soybeans and corn. The 1988 harvest for these crops is expected to be down by more than 20 percent from 1987's total.

Much of the agricultural community weathered the drought surprisingly well. Livestock farmers used built-up feed inventories and imports to meet animal-feeding needs, and poultry and egg producers were fortunate not to suffer any major animal kills as a result of the heat.

As a result, USDA estimates that 1988 retail food prices will come in at 4 percent above those of 1987—a forecast that is in line with the 3 to 5 percent estimate USDA made at the 1987 Agricultural Outlook Conference. For 1989, USDA is calling for a similar 3 to 5 percent increase in retail food prices.

□ **Beef.** Beef production is expected to decline by as much as 7 percent in 1989 to its lowest level since 1980. The fall-off in production is related to record-low cattle inventories; as of January 1, 1988, U.S. cattle inventories dropped below 100 million head for the first time since 1961. Although USDA expects cattle numbers to begin to expand in 1989/90, expansion will probably be slow, and inventory could remain below 105 million head until at least the mid-1990s. There are prospects of increased exports due to the recent opening of the Japanese beef market, but cattle producers are likely to exercise caution in expanding herd size.

Lowered production in 1989 should result in higher wholesale cattle prices. USDA projects that prices for Choice Omaha steers will average in the mid-$70s per cwt in 1989, compared to 1988's $70 average. Price increases for retail beef are expected to be buffered somewhat by lower poultry and pork prices. After going up nearly 5 percent in 1988, retail beef prices may rise only 1 to 3 percent in 1989.

□ **Pork.** Commercial pork production is likely to rise in the first half of 1989 but is expected to decline in the second half of the year; total production for the year should equal the output of 1988.

Hog producers bolstered inventories about 14 percent between mid-1986 and mid-1988 in response to increased profit margins and expectations of pork's becoming the new "white meat." However, inventory growth slowed by mid-1988, as the drought substantially raised feed costs and caused an increase in hog supplies, pushing down the price of barrows and gilts to the mid-$30s per cwt by the fall quarter. Returns to hog farmers fell below the break-even point in the last several months of 1988, prompting a reduction in future breeding herds.

In 1989 barrow and gilt prices are expected to average $42 to $48 per cwt, compared to 1988's average of about $43. Retail prices are estimated to advance 1 to 3 percent in 1989.

□ **Poultry.** 1989 is expected to be another year of strong poultry production and demand. Broiler production is projected to rise 3 to 5 percent in 1989, after gaining 4 percent in 1988. Most of the production increase should occur in the second half of 1989. Broiler production should also increase in the years ahead, as the poultry industry continues to market broiler meat as being healthy and easy to prepare.

Annual wholesale broiler prices in 1989 are unlikely to average much above 1988's level. First-quarter 1989 broiler prices are forecast to average 50 to 56 cents per pound, up from the 45 cents for the same period last year. But second and third-quarter 1989 prices should be between 53 and 59 cents per pound, compared with 56 and 66 cents during 1988. Prices should also decline in the fourth quarter to between 47 and 53 cents per pound, as seasonal barbecuing and summer vacations end.

Turkey production is forecast to advance 3 percent in 1989, following a 6 percent gain in 1988 and a 17 percent jump in 1987. Strong consumer demand

Projected wholesale food prices

Most prices will edge upward in 1989

Commodity	1988 (preliminary)	1989 (projected)
Beef ($/cwt)[1]	$69 to $70	$71 to $77
Pork ($/cwt)[2]	$43	$42 to $48
Broilers (cents/lb.)[3]	56 cents	52 to 56 cents
Eggs (cents/dozen)[4]	61 cents	65 to 71 cents
Milk ($/cwt)[5]	$12.14 to $12.24	$12.24 to $12.74
Turkeys (cents/lb.)[6]	62 to 64 cents	68 to 74 cents

[1] *choice steers—Omaha*
[2] *barrows and gilts, a seven-market average*
[3] *12-city average*
[4] *cartoned, grade A, large white eggs in New York City*
[5] *Minnesota-Wisconsin, 3.5 percent fat*
[6] *Eastern region, 8 to 16-pound hens*

Source: U.S. Department of Agriculture

coupled with positive profit margins is inducing turkey farmers to increase production. Wholesale turkey-hen prices are predicted to rise in 1989 to between 68 and 74 cents per pound—up from the 62 to 64 cents per pound projected for 1988. Turkey prices in the first half of 1989 should be higher than prices for the same period in 1988, but prices in the second half of the year are anticipated to be below last year's levels.

□ **Eggs.** As a result of slackening consumer demand for eggs (per-capita consumption is expected to fall to 242 eggs in 1988 and 235 in 1989) and negative profit margins over the last 18 months, egg producers are cutting back egg-laying flocks.

Therefore, egg production is anticipated to decline 1 percent in 1988 and 2 percent more in 1989, driving up egg prices in 1989. First-quarter prices, at 66 to 72 cents per dozen, are forecast to be well above the 55 cents of 1988, and second-quarter prices are expected to average between 63 to 69 cents, up from the 53 cents recorded in the same period last year. As the holiday baking season gets under way, third-quarter egg prices should pick up to between 69 and 75 cents per dozen; and the fourth quarter should see prices jump to between 74 and 80 cents.

□ **Milk.** The drought had a significant effect on the dairy industry in 1988. Higher feed costs pressured farmers to increase cow slaughter rates above 1988 levels, causing a decline in dairy cow herds. At 10.2 million, the number of dairy cows on hand in 1988 was the lowest on record. Yet, despite a record low in total herd size, milk production rose 2 percent in 1988 to reach an all-time high. This was a result of a 3 percent increase in milk output per cow, caused by an increase in mechanized milking techniques and more cows

Hourly wage survey for 1988

According to the National Restaurant Association's 1988 survey of wages for hourly employees, median wages range from a high of $9.80 for chefs to a low of $2.35, excluding tips, for waiters and waitresses.

The survey, which updates a similar association study conducted in 1986, is based on responses from almost 5,000 participating foodservice operators and covers more than 318,000 hourly employees. Conducted between July and September 1988, the survey focuses on hourly wages for 15 foodservice occupations—from bartender and busperson to salad-prep worker and short-order cook. The table shows median wages as well as wage ranges for each of the 15 occupations.

Additional survey results report wages on a regional, state and, in some cases, substate basis. This information is available by contacting the association's Information Service Department at 1200 Seventeenth Street, N.W., Washington, DC 20036 or by calling (202) 331-5900 or 1-800-424-5156.

1988 wage rates for hourly employees

The association survey covered hourly wages for 15 foodservice occupations

Type of hourly employee	Median hourly wage[1]	Lowest hourly wage paid, median[2]	Highest hourly wage paid, median[3]	Number of employees	Number of respondents
Chef	$9.80	$9.00	$10.00	4838	1922
Cook	5.71	5.00	6.75	22172	3675
Assistant cook	5.00	4.50	5.50	9869	2057
Baker	5.75	5.50	6.25	2307	909
Short-order cook	4.64	4.50	5.50	9865	1108
Salad-preparation worker	4.75	4.25	5.00	11194	2104
Janitor/porter	4.57	4.25	5.00	6803	1656
Host/hostess	4.75	4.50	5.00	16940	2444
Waiter/waitress	2.35	2.25	3.00	99143	3322
Busperson	3.50	3.35	3.75	19324	2429
Cafeteria server	4.25	4.25	5.25	4353	263
Counter worker (fast food)	3.90	3.50	4.75	60492	789
Dishwasher	4.25	3.75	4.35	23939	3270
Cashier	4.50	4.25	5.00	13133	1255
Bartender	4.75	4.50	5.50	14016	2297

[1]Median hourly wage is weighted based on average hourly wage reported by each respondent weighted by number of employees. It is possible for weighted medians to fall outside the unweighted low to high range.
[2]Lowest hourly wage paid is median reported by respondents, unweighted by number of employees.
[3]Highest hourly wage paid is median reported by respondents, unweighted by number of employees.

Note: *For tipped employees, data represent cash wages, excluding tips.*

Source: National Restaurant Association survey conducted July-September 1988. Data are reflective of survey respondents and are not necessarily representative of the industry. Data should not be considered industry standards.

bred with larger udders. The USDA predicts 1989 milk production should equal 1988's total.

Commercial use of milk and milk byproducts is estimated to rise between 1 and 3 percent in 1989. Combined with an increase in milk price supports—a result of drought-relief legislation—1989 milk prices are forecast to be slightly above their 1988 levels. Wholesale milk prices for 1988 should range between $12.14 and $12.24 per cwt, and they are expected to climb 10 to 50 cents in 1989.

□ **Fruits and vegetables.** The 1988/89 U.S. citrus crop is forecast to advance 8 percent over 1987/88 levels. While the crop continues to recover from the devastating freezes of the early 1980s, it has yet to reach the record levels of the 1979/80 season. Nonetheless, even with expected stable consumer demand and strong export markets, 1988/89 citrus prices are likely to be below those in 1987/88. Large crops are forecast for all citrus fruits with the exception of tangelos.

The 1988 noncitrus crop is expected to be down 9 percent from 1987's level. The adverse weather from the drought, coupled with the tree stress created by 1987's bumper harvest, all contributed to smaller crops—especially for apples, pears, apricots, cherries, prunes and plums. As a result, prices for these items in early 1989 are likely to be higher than they were in 1988.

The drought of 1988 also reduced output for fresh and processed vegetables, by an estimated 6 to 8 percent. Reduced supplies should result in a 5 percent increase in retail vegetable prices for 1988, despite stronger imports and abundant holdover supplies. The 1989 vegetable crop outlook will hinge on a number of factors, such as a return to normal weather patterns, increased competition for arable land and the growing public concern with food safety issues.

However, harvested acreage for all fresh-market vegetables in 1988 is expected to increase over the previous year. USDA projections for major fresh-vegetable production through 1992 call for an increase of 1.3 percent per year. As crop supplies return to more normal levels, prices for fresh vegetables should not show as great a percentage increase in 1989 as they did in 1988.

—Sebastian O'Kelly

1987 employee turnover rates

For the third consecutive year, the National Restaurant Association, in conjunction with the accounting firm of Laventhol & Horwath, has compiled data on employee turnover rates.

In the survey conducted for the *1988 Restaurant Operations Report*, operators were asked to specify how many W-2 forms their restaurants sent out last year. The number of W-2 forms provides a measure of the total number of individuals who worked at these establishments at some time during 1987. The turnover rate for 1987 is calculated by dividing the median number of W-2s by the median number of employees.

Among all restaurant categories surveyed (full-menu, tableservice; limited-menu, no tableservice; limited-menu, tableservice: and cafeterias), cafeterias reported the lowest employee turnover rate in 1987 –2.0—virtually unchanged from the 1.9 of 1986. Full-menu and limited-menu tableservice operations recorded turnover rates of 2.2—a small increase from the year before. Limited-menu, no-tableservice restaurants saw

1987 median number of full-time and part-time employees

	Full-time employees	Part-time employees (25–35 hrs.)	Part-time employees (less than 20 hrs.)
Full-menu tableservice	13	14	10
Steak/seafood	14	15	10
Continental	16	12	8
American	12	15	8
Italian	10	13	10
Limited-menu, no tableservice	4	7	5
Hamburger/subs	4	8	5
Seafood	9	6	4
Mexican	3	12	5
Chicken	4	6	4
Limited-menu, tableservice	6	8	6
Steak/seafood	10	20	6
Hamburger/subs	4	8	7
American	4	5	4
Cafeterias	15	8	10

Source: National Restaurant Association, *1988 Restaurant Industry Operations Survey*

some reduction in their turnover rate—down from 2.7 to 2.5 in 1987.

In the full-menu, tableservice category, Italian and steak/seafood restaurants reported among the lowest employee turnover rates in 1987—2.1. In the limited-menu, no-tableservice group, hamburger/subs and chicken restaurants recorded a turnover rate of 2.4, the lowest in the category, while seafood restaurants had the highest turnover rate for this group—2.8. In the limited-menu, tableservice group, American theme restaurants reported the lowest turnover rate at 2.0.

Turnover by profit, hours worked

The survey also uncovered some other interesting information. Operations that made a net profit in 1987 had lower turnover rates than did restaurants that reported net losses. With the exception of limited-menu, no-tableservice restaurants, turnover varied little by annual sales volume. Larger sales volume (of more than $750,000) establishments in the limited-menu, no-tableservice category had a turnover rate of 2.9 in 1987—well above the 2.3 for those restaurants with sales volumes under $750,000.

Compared with the 1986 data, the percentage of part-time workers (less than 20 hours per week) to total employees was higher within each restaurant category. The actual number of part-time workers clocking in less than 20 hours also increased in 1987, while the number of full-time employees declined in all categories.—*Sebastian O'Kelly*

1987 employee turnover rates

Median number of employees	Median number of W-2s	Turnover rate
36	80	2.2
42	87	2.1
40	91	2.3
37	80	2.2
33	68	2.1
17	42	2.5
18	44	2.4
21	58	2.8
18	48	2.7
19	46	2.4
22	49	2.2
31	77	2.5
17	42	2.5
11	22	2.0
40	80	2.0

Takeout-breakfast traffic up close

Breakfast posted solid gains in takeout traffic between 1982 and 1987—but it was exceeded by takeout growth at both lunch and dinner. Breakfast takeout traffic made especially strong gains in the quickservice segment, on weekends and among singles, yuppies, affluent traditional families and 25 to 34-year-olds.

Takeout traffic for breakfast and morning snacks rose 18 percent between 1982 and 1987, just ahead of the 15 percent rate of growth for on-premises breakfast dining. But recently this growth has picked up. For the first three quarters of 1988, takeout breakfast traffic rose 10 percent over the same time period in 1987. This gain has occurred despite an overall decline in breakfast traffic in 1988.

Weekends are red-letter days for takeout breakfasts. According to CREST,* between 1982 and 1987 customer counts for takeout breakfasts on Saturday and Sunday shot up 47 percent, compared to just 5 percent during the week. As a result, the weekend's share of takeout-breakfast traffic climbed from 31 percent to 39 percent during the five-year period.

All three industry segments experienced traffic gains for takeout breakfast on the weekend. Quickservice and upscale restaurants led the way, with more than a 50 percent increase; midscale establishments logged in an 8 percent advance. Certain concepts were especially popular with the weekend breakfast crowd: Traffic at convenience stores rose by a multiple of five, and customer counts at grocery stores and sandwich restaurants doubled between 1982 and 1987.

Research by the National Restaurant Association confirms the popularity of takeout breakfasts on the weekend. According to the 1986 association study *The Takeout Market*, takeout break-

**CREST stands for Consumer Reports on Eating Share Trends, a diary survey conducted by one of the NPD marketing and research companies.*

Weekend vs. weekday takeout traffic

Takeout traffic at breakfast is growing fastest on the weekend

	Percent change in takeout traffic, 1982-87	
	weekdays	weekends
All meals	20%	39%
Breakfast	5	47
Lunch	14	30
Dinner	42	54

Source: National Restaurant Association CREST Survey, 1988

fasts are more likely than takeout lunches or dinners to occur on a Saturday or Sunday. One out of three takeout breakfast occasions was on the weekend, perhaps indicating a fondness for a quick meal before shopping or church. In contrast, about two out of 10 takeout lunches or dinners were on a Saturday or Sunday.

Takeout traffic growth by meal period, 1982-1987

Takeout breakfast traffic rose 18 percent in the five-year period

	Percent change at breakfast	lunch	dinner
All restaurants	18%	19%	49%
Quickservice restaurants	22	24	53
Midscale restaurants	−15	−15	16
Upscale restaurants	9	13	13

Source: National Restaurant Association CREST Survey, 1988

Quickservice establishments dominate growth

Quickservice led all industry segments in takeout-breakfast traffic growth, with a 22 percent gain between 1982 and 1987. As in other meal periods, quickservice establishments dominated the takeout breakfast market. Overall, quickservice restaurants accounted for more than nine out of 10 takeout-breakfast visits in 1987.

Sandwich restaurants took the lead in the breakfast-to-go market in 1987, accounting for 36 percent of all takeout breakfast traffic and 33 percent of total takeout occasions. Since 1982 these establishments have seen their customer counts for takeout breakfast escalate by 68 percent.

Both convenience stores and grocery stores have been increasingly successful in attracting takeout-breakfast buyers. Off-premises visits at these establishments quadrupled from 1982 to 1987, and their share of takeout-breakfast traffic climbed from 3 percent to 9 percent. (Convenience stores accounted for 6 percent of eater occasions in 1987, compared to 3 percent for grocery stores.)

The midscale and upscale segments have not made much of an imprint on the takeout-breakfast market in terms of growth or market presence. In 1987 these two segments combined were responsible for just 1 percent of total takeout breakfast occasions. Between 1982 and 1987, upscale takeout-breakfast traffic rose 9 percent, while customer counts at midscale restaurants actually declined.

Outdistanced by lunch and dinner

Despite the growing popularity of breakfast to go, consumer use of takeout has shown greater long-term growth at dinner and lunch. Off-premises guest visits climbed 47 for lunch and 19 percent for dinner between 1982 and 1987. Combined, these two meals accounted for about nine out of 10 takeout occasions in 1987.

Satisfying singles

Among all demographic groups, takeout breakfast is the most popular with singles. One-person households accounted for 17 percent of off-premises breakfast occasions in 1987 and showed the highest incidence of usage for this period among all household sizes. Both affluent and low to mid-income singles reported above-average use of takeout breakfast in 1987, with affluent singles being the most frequent users among all lifestyle groups.

Profile of typical purchaser

In 1987, 25 to 34-year-olds were responsible for the highest percentage of takeout-breakfast occasions—30 percent, followed by 35 to 49-year-olds with 26 percent of eater occasions. Adults over 65 years of age and children between the ages of 6 and 17 were the least frequent users of takeout breakfast in 1987; these two groups accounted for just 15 percent of takeout-breakfast traffic.

The age profile of the typical takeout-breakfast purchaser is similar to that of the average lunch takeout buyer. The association's special CREST study shows that 25 to 34-year-olds and 35 to 49-year-olds contributed 28 percent and 24 percent to total off-premises lunch traffic in 1987, whereas at dinner these two age groups were responsible for 23 percent and 22 percent of occasions.

Just as with lunch and dinner, breakfast takeout was found to have greatest appeal among higher-income households. In 1987 households with annual incomes between $30,000 and $40,000 and over $40,000 reported higher-than-average propensity to purchase breakfast to go. Combined, these two income groups accounted for 48 percent of takeout-breakfast visits—similiar to the 49 percent for dinner and 46 percent for lunch.

Takeout breakfast did attract a following among lower-income groups in 1987. Households with incomes between $15,000 and $20,000 a year reported above-average takeout usage for this meal period and accounted for 10 percent of takeout-breakfast occasions. For lunch and dinner, however, these households were below-average buyers of takeout.

Among lifestyle groups, breakfast takeout was used most heavily by affluent singles and yuppies, followed by low to mid-income singles, affluent traditional families and working parents. Below-average users in 1987 were low to mid-income families, empty-nesters and the elderly.

Promotions not a draw

In 1987, promotional use of breakfast takeout was the lowest among all meal periods. According to CREST, promotions were employed on 5 percent of all takeout-breakfast occasions, compared to 10 percent for lunch and 17 percent for dinner. Among takeout-breakfast occasions, promotions were used on 7 percent of occasions at upscale restaurants, compared to 5 percent at midscale restaurants and 6 percent at quickservice places. Concepts that showed above-average promotion use for takeout breakfasts included sandwich restaurants and chicken restaurants.

—Sebastian O'Kelly

Recreational foodservice update

The National Restaurant Association forecasts recreational foodservice sales will exceed $6.2 billion for 1989, accounting for 3 percent of total foodservice industry sales. This diverse segment has seen an increase in contractor penetration and diversification of menu offerings.

Consumers spending the day at a park, sporting event or theme park do not need to bring food or go hungry. Recreational foodservice is an expanding business, and outlets can be found at most athletic arenas, tourist attractions and amusement parks.

Recreational foodservice consists of three principal components: contract and noncontract (self-operated) foodservice at recreation and sports centers and at clubs as well as at sporting and recreational camps. Recreation and sport centers include stadiums, ball parks, sporting arenas, bowling lanes, movie theaters and drive-ins, amusement and theme parks, beaches and national parks and monuments.

Sales to break $6 billion in 1989

Recreational foodservice sales, which account for about 3 percent of total foodservice industry sales, have more than quadrupled since 1970. In 1970, foodservice sales in the recreational sector totaled $1.4 billion. In 1986, recreational foodservice accounted for $5.2 billion in sales. In 1989, the National Restaurant Association projects total recreational foodservice sales to be more than $6.2 billion—a compound annual growth rate of 8.3 percent since 1970.

Contract recreational foodservice

Contract foodservice at recreation and sports centers has shown the highest growth rate of the three principal recreational foodservice components. Since 1970, when contractors accounted for 21 percent of total recreational foodservice sales, sales have grown at a 9.9 percent compound annual rate. The National Restaurant Association projects that 1989 contractor foodservice sales at recreational and sports centers will reach $1.7 billion—more than 28 percent of total recreational foodservice sales.

Between 1986 and 1989, contractor growth in this sector has slowed slightly, to a compound annual rate of 7.1 percent. This rate, however, is still higher than that for the total foodservice industry, which grew at a lower 6.7 percent annual compound rate. Recreational foodservice contractors should experience a 23 percent increase in sales between 1986 and 1989, compared with a 21.5 percent advance for the total foodservice industry.

Sporting arenas

The bulk of contract recreational foodservice is found at sporting arenas, including ballparks, hockey rinks, stadiums, racetracks and multisport complexes, primarily at the professional level. Attendance at professional sporting events was estimated to be 332.8 million in 1987*—a 7.3 percent increase over 1986.

Although attendance growth at sporting events is slowing, foodservice offerings are heating up. An increase in consumption of Mexican food has encouraged some arenas to add

Recreational foodservice sales growth*

Contract recreational foodservice has outpaced the total foodservice industry in growth

Segment	Foodservice sales 1970 ($000)	Foodservice sales 1986 ($000)	Foodservice sales 1989** ($000)	Compound annual growth 1970-1989	Compound annual growth 1986-1989
Recreation and sport centers					
Noncontract[1]	$ 513,800	$ 2,054,992	$ 2,425,474	8.5%	5.7%
Contract	290,965	1,410,732	1,734,669	9.9	7.1
Total recreational foodservice	1,375,589	5,212,145	6,226,192	8.3	6.1
Total foodservice contractors	2,442,435	10,094,798	12,817,111	9.1	8.3
Total foodservice industry	42,779,550	187,096,259	227,294,011	9.2	6.7

*Annual compound growth rate **projected
[1]Includes sales at bowling lanes, drive-in movies and recreation and sports centers
Source: National Restaurant Association

Spectator sport attendance

Major League Baseball had both the largest attendance and largest gain in attendance of the four major sports between 1986 and 1987

Sport	1986 attendance	1987 attendance	Percent change
Major League Baseball	47,500,347	52,011,506	9.5%
National Football League	13,588,551	11,406,166[1]	-16.1
National Basketball Association*	12,193,485	13,156,228	7.9
National Hockey League	12,773,503	13,238,847	3.6
Total	**86,055,886**	**89,812,747**	**4.4%**

*Includes playoffs
[1]Strike-shortened season
Source: "Survey on Sports Attendance," *Daily Racing Form*, 1986 & 1987

tacos, burritos, fajitas and nachos to their menus. Other arenas are beginning to offer high-demand regional delicacies. For example, one Maryland sports facility sells crab cakes, while one Cincinnati arena sells Cincinnati-style hot dogs topped with cheese and the region's special chili. Still others have moved towards a food-court system, by selling a limited menu at specific stands. Yankee Stadium in New York has a food court with a raw bar for shellfish and shrimp cocktails, a full-scale delicatessen and a grill area for hamburgers.

Several sports arenas have taken their foodservice further still and have added or are planning to add full-service upscale restaurants. For example, one Florida racetrack has an upscale eatery with an average per-person guest check of $15. Entrees range from sandwiches to veal Oscar. Television monitors have been placed at all trackside tables and throughout the dining room so that patrons may view the races while dining.

Noncontract recreational foodservice

Noncontract recreational foodservice, which includes amusement and theme parks, bowling lanes, movie theaters and drive-in movies, has the largest percentage of total recreational foodservice sales. The National Restaurant Association projects that noncontract foodservice sales at recreation and sport centers will total $2.4 billion in 1989—39 percent of the total for recreational foodservice. Between 1970 and 1989, noncontract recreational foodservice posted an 8.5 percent annual compound growth rate. Since 1986, the annual compound growth rate has slowed to 5.7 percent.

Amusement and theme parks

Some of the slowdown of growth in noncontract recreational foodservice is probably related to the slowdown in the growth of amusement and theme parks, which account for the largest portion of sales in the segment. Despite an estimated attendance of 249 million visitors in 1988, up 6 percent from 235 million in 1987, the International Association of Amusement Parks and Attractions (IAAPA) reports that there has been a slowdown in the number of new parks opened in the United States. High real estate costs, combined with a saturated market in most large metropolitan areas, has led to a flat growth curve in new parks. The IAAPA estimates that the number of theme and amusement parks, currently around 600, has not changed much since 1975 and should remain stable.

The lack of new theme parks does not imply that noncontract recreational foodservice will not grow at the same rate as contract recreational foodservice. Growth or expansion at existing theme parks could boost foodservice sales to equal contract sales growth for a particular year.

Some large theme parks have expanded their foodservice to include more menu items at their fast food outlets as well as full-service theme restaurants on premises. Disney World, for example, has changed all but two of its numerous fast food outlets to offer more than simply hot dogs, hamburgers and soft drinks. For patrons interested in ethnic or specialty cuisines, Disney offers full-service restaurants with themes to match their location. For example, there is a seafood restaurant in the ocean-theme area of the park. Similar changes at other theme parks may help ensure that theme-park patrons consume meals on rather than off premises.

National parks

Foodservice in the national park system consists of both contract and noncontract operations. The National Park Service estimates that food sales at the 327 food outlets in the park system accounted for more than 22 percent of total concession sales in 1987, reaching $103.2 million—an 8 percent increase over 1986. Of those outlets, 160, or about 50 percent, were snack bars and 54, or close to 17 percent, were dining rooms. Recreational attendance at the 130 U.S. national parks topped 287.2 million in 1987—a 2.2 percent increase over 1986.

Sporting-event attendance

Attendance at the four major professional spectator sports—baseball, football, basketball and hockey—totaled nearly 90 million in 1987, according to league attendance figures. This reflects a 4 percent increase over 1986.

Professional baseball was the most highly attended sport, and it had the largest increase in number of spectators. More than 52 million fans went to a major-league baseball game in 1987—an increase of almost 10 percent over 1986. The National Basketball Association showed the second-highest gain in 1987—an 8 percent gain—to more than 13.2 million fans. National Hockey League attendance was up 4 percent in 1987 to 13.2 million. The National Football League showed a sharp 16 percent drop in attendance in 1987 to 11.4 million fans, due to the shortened season resulting from a players' strike.

According to National Sporting Goods Association (NSGA) research, there are certain distinguishing characteristics of the "typical fan" at each of these spectator sports. NSGA research indicates that football fans are generally older than other professional sports fans, while basketball followers are younger than other sports patrons. Hockey games, on the other hand, are generally frequented by affluent (yearly household income over $50,000) East Coast residents, while major league baseball regulars tend to be from both high and low-income households (below $15,000 income a year and over $35,000 annual income) and reside in the north central or western United States.

**Includes attendance at major and minor-league baseball games and playoffs; horse, greyhound and auto racing; National Football League (NFL) season and post-season attendance; post-season college football attendance; National Basketball Association (NBA) season and playoff attendance; National Hockey League (NHL) attendance; boxing, wrestling, tennis and indoor soccer attendance.*

—Nancy Michalski

CREST report—1988 summer quarter

Total restaurant traffic declined 1.6 percent during the summer quarter of 1988 when compared to its level in 1987. The hot weather from the drought, the slower-than-expected economic growth in the third quarter and decreased advertising expenditures by some of the major chains were some of the factors responsible for the poor traffic performance.

Upscale establishments were hit hardest by the drop-off; their customer counts fell 8.3 percent, while midscale restaurants suffered a 4.4 percent decline in eater occasions. Quickservice was the only segment to emerge unscathed from the falling traffic pattern; traffic for this group inched up 0.2 percent in the summer quarter.

Total foodservice sales were up 0.6 percent in the 1988 summer quarter when measured against their total in 1987. Quickservice restaurants showed a sales increase of 4.3 percent, but midscale and upscale establishments recorded sales declines.

Takeout continued to show positive growth: Off-premises traffic for the summer quarter was up 2.8 percent over its 1987 level. Midscale restaurants showed the largest off-premises gain—4.9 percent. Takeout traffic advanced 2.8 percent at quickservice operations, but declined 6.0 percent at upscale restaurants. On-premises traffic, on the other hand, continued its downward trend, dropping 5.1 percent. All three segments reported on-premises losses, with upscale and midscale operations showing the largest traffic declines, 8.3 percent and 5.8 percent, respectively.

All three meal periods posted decreases in restaurant traffic for the summer quarter. Breakfast traffic was down 4.8 percent, and lunch traffic dropped 2.8 percent. Dinner held up the best among all meal times, with the number of occasions dipping downward a slight 0.6 percent. Takeout growth continued for the quarter at both breakfast and dinner, as off-premises visits for these occasions rose 4.9 percent and 4.8 percent, respectively. Takeout traffic for lunch in the 1988 summer quarter remained stable.

Consumers used promotions more often in the summer of 1988 than they did in the summer of 1987—on 16.5 percent of all restaurant occasions in 1988, compared to 15.3 percent in 1987. Customers were most likely to use promotions at quickservice establishments, accounting for 18.1 percent of summer-quarter occasions. Promotions were used on 13.1 percent of occasions at midscale restaurants and on 12.8 percent of occasions at upscale restaurants. Upscale and quickservice restaurants saw the greatest year-to-year increase in promotional use.

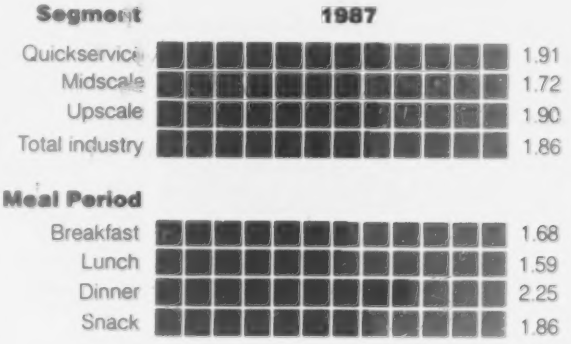
The average per-person check size for the 1988 summer quarter was $3.54, up 2 percent from $3.47 in 1987. Upscale operations reported the largest percentage increase in average check size, 4.2 percent, to $9.26 per person. Quickservice restaurants followed, with a 4.0 percent advance to $2.61, and midscale restaurants reported that the average per-person check size was $4.42, up 2.3 percent from the previous summer.

Party size update

Since 1982, the average size of a restaurant party has remained essentially stable. For all restaurant segments in 1987, party size was slightly under 2 people, ranging from 1.7 for midscale establishments to 1.9 for fast food and upscale eateries.

1987 average restaurant party size

In 1987 dinner had the largest party size among meal periods—2.25 people per party



Source: NPD CREST, "Annual Household Report," 1987

The size of the average restaurant party appears to vary by meal period. The average party size was 1.7 people for breakfast, 1.6 people for lunch and 2.3 people for supper.

Party size also varies by restaurant type. In 1987, quickservice pizza restaurants had the largest average party size, 2.5 persons per party, while midscale retail-store eateries averaged the lowest, 1.5 individuals per party. Family-style restaurants averaged 2.0 people per party. Cafeterias and coffee shops were at the bottom of the list with an average of just over 1.5 people per party.

—Nancy Michalski

Foodservice Market Measure, September/ October 1988

On a typical day in October 1988, 29 percent of adults ate on the premises of a restaurant, and 18 percent purchased food to go or for delivery. Over the five-month period the Market Measure has tracked behavior, the likelihood of being an on-premises patron dropped slightly in July and August but since then has remained unchanged. Off-premises patronage ranged from 16 to 18 percent of adults from June through October. Overall, the proportion of adults who were foodservice patrons was off slightly in July, but has been nearly identical since then.

On-premises patronage by meal period has been more volatile during these five months than the figure for overall on-premises patronage suggests. In particular, the proportion of adults who ate on the premises for dinner ranged from a high of nearly 16 percent in July to a low of about 12 percent in August and October. In contrast, the likelihood of lunch patronage appears to run opposite to dinner patronage. The accompanying chart depicts the trend.

Summer 1988 demographics

On a typical day in summer 1988, about three in 10 adults ate on the premises of a restaurant, and 17 percent purchased food to go or for delivery. Overall, 45 percent of adults patronized a foodservice outlet on a typical summer day. Nevertheless, important differences in behavior are evident for various demographic groups.

□ **Sex:** Men were significantly more likely than women to be patrons for both on-premises and off-premises occasions on a typical day: 50 percent of men versus 41 percent of women.

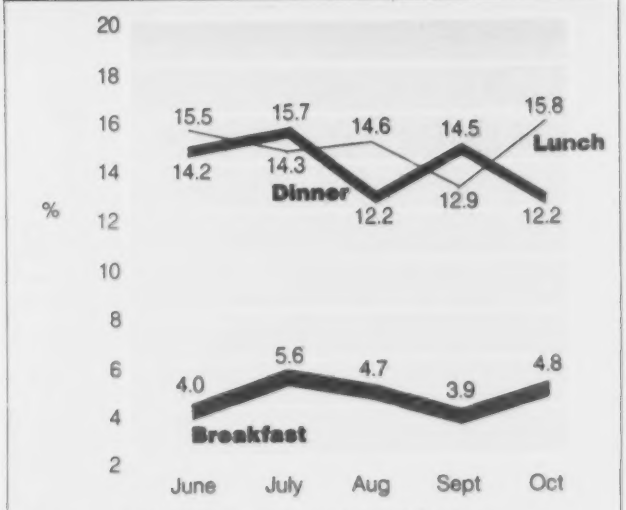
□ **Income:** When it comes to identifying the best on-premises customers, the clear winners are consumers in households where the annual income exceeds $30,000. Thirty-eight percent of these consumers ate on the premises of a restaurant or other eating place on a typical day—significantly above the rate posted by consumers with annual incomes under $30,000. Only 25 percent of this group ate at a restaurant site.

For takeout food, on the other hand, consumers with annual incomes ranging from $15,000 to $29,999 are just as likely as those with incomes over $30,000 to be restaurant customers. Only when household income drops below $15,000 a year is there a substantial decrease in the likelihood of purchasing takeout food.

□ **Age:** Because less than 10 percent of consumers 50 years old and older purchased takeout food, these consumers were significantly less likely to be foodservice patrons than 18 to 49-year-olds. More than half the consumers under 50 years of age were summer patrons, boosted by the one in five who purchased takeout food. In comparison, 38 percent of those 50 to 64 years old and 28 percent of those 65 years old and older patronized foodservice outlets. Nevertheless, it is notable that there was no significant difference by age in the likelihood of eating at a restaurant site this past summer.

—Susan Mills

Percent of adults who were on-premises patrons on a typical day by meal period, June—October 1988



Source: National Restaurant Association Gallup Survey

Demographics of eating-out behavior, summer 1988

	Percent of adults who were foodservice patrons		
Sex	**Total**	**On-premises**	**Off-premises**
Male	50%	34%	19%
Female	41	27	15
Income			
Less than $15,000 a year	34	22	12
$15,000 to $19,999 a year	43	26	18
$20,000 to $29,999 a year	46	29	20
$30,000+ a year	55	38	20
Age			
18 to 24 years old	51	30	26
25 to 34 years old	53	33	24
35 to 49 years old	50	33	20
50 to 64 years old	38	30	9
65 years old or older	28	24	4

Note: Data refers to patrons on a typical day. Some adults were both on-premises and off-premises patrons on a typical day.

Source: National Restaurant Association Gallup Survey, summer quarter

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?

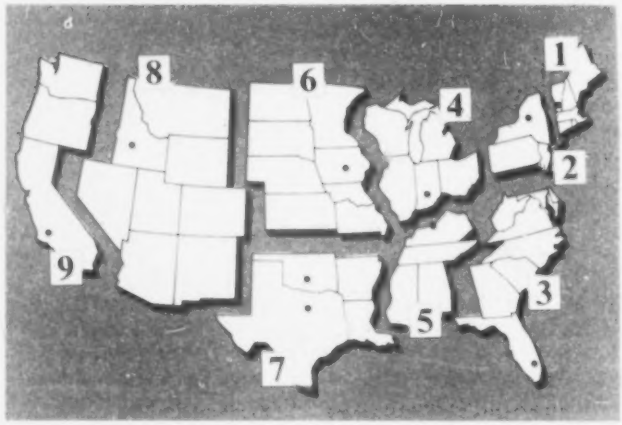
□ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack, or

□ Purchased takeout food "to go" or had it delivered.

2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?

3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented by quarterly inquiries on topics of industry interest, such as smoking versus no-smoking sections, tipping versus service charges, and nutritional concerns.



1 NEW ENGLAND

Location: Killington, VT
Association members: Raymond Giguere, Pamela Medor
Operation: Charity's 1887 Saloon-Restaurant
Profile: Casual restaurant
In business: 17 years
Seats: 95
Meals served: Lunch, dinner, weekend brunch

Killington is primarily a resort town, busiest during the ski season "when everyone shows up at Charity's," according to manager **Pamela Medor.** Killington, the East Coast's largest ski area, hosts as many as 14,000 skiers a day.

In spite of increased competition from other restaurants, Charity's has maintained an even growth because of its food, its service and its lively "Cheers"-type atmosphere, according to Medor.

Burgers, pastas and seafood are some of the dishes on the menu, but Charity's is famous for its French onion soup. Bar patrons can munch on free chicken wings while they watch ski movies or major sporting events on TV.

2 MID-ATLANTIC

Location: Syracuse, NY
Association members: Penny Mercer, Ronald Balduzzi
Operation: Raphael's
Profile: Fullservice family restaurant
In business: 36 years
Seats: 130
Meals served: Breakfast, lunch, dinner

Every time Raphael Caloia had a new daughter, he would add a room to his restaurant and name the room after the baby. Today, the parties and business meetings held in the added-on banquet rooms make up Raphael's' biggest business.

Prime rib, seafood and Italian dishes are the every-day favorites, but specials, like filet of sole stuffed with broccoli and cheese, go over well, too. Homebaked bread and rolls accompany dinner or are used for sandwiches.

Syracuse has seen some of its businesses close and some cut back, "which has affected our business, especially our bar business because of concern about DWI," says Raphael's Manager **Ronald Balduzzi.**

3 SOUTH ATLANTIC

Location: Miami, FL
Association member: Mike Gordon
Operation: Fish Peddler Seafood Restaurant
Profile: Midscale seafood restaurant
In business: 3 years
Seats: 120
Meals served: Lunch, dinner

After 42 years' experience in the restaurant business, **Mike Gordon** turned his Miami seafood restaurant over to his son and opened the smaller Fish Peddler. "Business is doing very nicely," he says. His new restaurant is located in the center of Miami, which Gordon describes as a new city where lots of money is available, but which is still learning to cope with its problems.

The Fish Peddler, popular with locals, specializes in fresh seafood from both the Atlantic and the Gulf. A popular fish is the 10 to 25-pound black grouper, which Gordon cuts into filets. It is then pan-fried or made into *Grouper à la Gene*, a dish named after Gordon's chef of 18 years, in which the fish is broiled and served with blanched onions and two sauces.

4 EAST NORTH CENTRAL

Location: Bedford, IN
Association member: Tim Louden
Operation: Macadoo's Fine Food and Spirits
Profile: Fullservice restaurant, catering
In business: 7 years
Seats: 100, plus 38 in bar
Meals served: Lunch, dinner

Owner **Tim Louden** has just finished redecorating Macadoo's, and he reports business is already up 32 percent. He brightened the dining room by using lighter colors, leaded glass and paisley wallpaper to give it a French country look; and he remodeled the bar into a sports bar. Having the governor down for a special luncheon just after the restaurant reopened was good for public relations, too.

Specialties at Macadoo's are prime rib, cooked slowly in a special oven, and steaks served sizzling on heated platters and topped with an aromatic herb-butter sauce.

Bedford is home to the largest limestone producer in the world, a GM die-casting plant and a Ford plant, which all contribute to the town's strong economy. Local townspeople are Macadoo's main customers. Students from Indiana University at Bloomington, only 20 miles away, rarely come, Louden laments, because of the strict DWI laws.

5 EAST SOUTH CENTRAL

Location: Shelbyville, KY
Association members: Terry, Donna and Ellen Gill
Operation: Science Hill
Profile: Historic restaurant
In business: 27 years
Seats: 100
Meals served: Lunch, dinner

Science Hill, located in the small town of Shelbyville, midway between Louisville and Lexington, has been serving meals since 1825, when it began as the dining room of a girls' school. Now declared a historic treasure, it is part of a complex that includes small shops and a world-famous antiques gallery. "People come to make a day of it," says owner **Terry Gill.**

Housed in a sprawling red-brick structure, once a stop on the underground railroad that helped slaves escape during the Civil War, Science Hill still retains much of the look of the 1820s, with its high ceilings, large windows overlooking a shady old garden and antique furniture scattered throughout. The dishes include many Kentucky specialties, although Donna Gill, executive chef and wife of Terry, often gives them her own individual touch.

6 WEST NORTH CENTRAL

Location: Des Moines, IA
Association members: Bob and Rita Dietz
Operation: The Imperial House
Profile: Midscale, full-service restaurant
In business: 43 years
Seats: 127
Meal served: Dinner

Although a lot of restaurants in the Des Moines area are in trouble, business at The Imperial House was up 3 percent in 1988 and 18 percent in 1987. Owner **Bob Dietz** attributes the growth of his restaurant, located on the west edge of the city's business district, to his business customers.

Although his menu includes 40 dinners and 20 wines, Dietz's best seller is seafood. In lieu of dessert, diners often order one of the restaurant's 34 ice-cream drinks, such as the *Cadiz*, made with dry sherry, blackberry brandy, triple sec and three scoops of vanilla ice cream.

7 WEST SOUTH CENTRAL

Location: Ardmore, OK
Association member: Gary and Jeannine Jackson
Operation: Fireside Dining
Profile: Fine dining
In business: 12 years
Seats: 100
Meal served: Dinner

"Business is not too bad, considering the local economy," says owner **Gary Jackson**, referring to Oklahoma and Texas' troubled oil-based economy. Prime rib, steaks grilled over mesquite, chicken and occasional seafood are the menu specialties at Fireside Dining. Salad is served family-style, with tossed salad ingredients brought to the table in a large wooden bowl so patrons can serve themselves.

Located in the country, halfway between Dallas and Oklahoma City, Fireside's proximity to Lake Murray State Park means it is busiest in the spring and summer, although it is also popular for business meetings and special-occasion celebrations.

Built to look like a ski lodge, Fireside takes its name from its two woodburning fireplaces.

8 MOUNTAIN

Location: Boise, ID
Association members: Rich and Marne Sieber
Operation: Peg Leg Annie's
Profile: Fine dining
In business: 5 years
Seats: 135
Meals served: Lunch, dinner, weekend breakfast

Peg Leg Annie's serves an upscale menu in a casual atmosphere, and the diners, surrounded by antiques and memorabilia, can choose prime rib or a steak, both seasoned with a special spice mixture, or the baby back pork ribs, boiled ahead of time and then broiled just before serving.

Owner **Rich Sieber** likes to keep up with his customers' changing tastes. For example, his luncheon salad menu now includes a special chicken section, with a Cajun chicken salad and a marinated lemon-chicken salad, and he has added a chicken-fried steak that is going over well with the area's beef-loving residents.

Business is up 31 percent over last year, says Sieber, in spite of increased competition from restaurants in a newly opened mall nearby.

9 PACIFIC

Location: Solvang, CA
Association members: Paul and Tove Dalby
Operation: The Little Mermaid
Profile: Danish restaurant
In business: 20 years
Seats: 72
Meals served: Breakfast, lunch, dinner

Solvang, 30 miles from Santa Barbara in California's Santa Ynez Valley, was settled by Danes in 1911 and still retains its Danish character. Tourists come to admire the architecture, browse in the shops and enjoy the restaurants.

"Business is fine," says Danish-born owner **Paul Dalby**. But expansion in the area to include several new hotels and fast food restaurants has kept him from doing as well as he would like.

The Little Mermaid, named after Copenhagen's famous harbor landmark, offers a long list of Danish dishes in an ethnic setting that includes carved wooden ceiling beams and pictures of Denmark. Tourists can sample the sausage (made according to a Danish recipe); the *Hakke bof*, a chopped sirloin steak topped with sauteed onions; or the open-face sandwiches for which Denmark is famous—pumpernickel bread spread with butter and then piled high with a topping such as a Havarti or Tibo cheese, pickled herring, shrimp, lox or sliced meatballs. - Julie Fintel

Region 7 Special

Employees create mocktails for Loews Anatole Hotel

An outside observer might have wondered why there was a little tension and secrecy among employees at Loews Anatole Hotel in Dallas last fall. The reason was the hotel's mock-cocktail contest, sponsored by the hotel's executives to create a nonalcoholic beverage menu that would provide guests with tasty alternatives to alcohol.

Employees from all departments—from accounting to security—clocked off-the-job hours to create beverages for the contest. It took four sessions to taste and judge the 98 drink entries in the categories of frozen, on-the-rocks and ice cream. Judging criteria included originality, visual appeal, sellability, realistic ability to produce, cost effectiveness and creativity of the drink's name. The top three winners were Loco Mocha, Peach Lady and the Nana Split. The top winner received a week's paid vacation. The two others received dinner for two (second place) and brunch for two (third place).

LOCO MOCHA

Ingredients:
1 oz. Hershey's chocolate syrup
½ oz. almond syrup
1 oz. strong, cooled coffee
10 oz. Half & Half or a dip of vanilla ice cream
Ice
Whipped cream
Chocolate shavings
One cherry

Method:
Blend syrups, coffee and Half & Half with ice. Garnish with cream, shavings and cherry.

PEACH LADY

Ingredients:
½ can of peaches (in heavy syrup)
½ oz. lemon juice
½ oz. grenadine syrup
1 oz. sugar
½ can pineapple sauce

Method:
Combine ingredients in an electric blender. Serve at once. Do not freeze.

NANA SPLIT

Ingredients:
2 scoops of vanilla ice cream
½ banana
6 tspns. pineapple juice
8 tspns. of grenadine
Whipped cream
Chocolate shavings
One cherry

Method:
Blend ice cream, banana, pineapple juice and grenadine until smooth. Pour into large wine glass and top with cream, shavings and cherry.

Recipes copyright Loews Anatole Hotel, 1988.

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I never saw a purple artichoke...or potato

People may joke about not seeing a purple cow—but they won't be able to apply the phrase to vegetables—at least not to artichokes and potatoes.

Southern California farmers Rusty and Steve Jordan worked for 10 years to develop a flavorful artichoke that is easy to grow. The brothers finally hit on a specimen with all the desirable features, but it had one additional characteristic they hadn't bargained on—it was purple. So they decided to promote the vegetable's unusual coloring by sending samples to supermarkets and sponsoring nationwide "blind tastings" for people to compare green and purple artichokes fairly. The result: The Jordans are selling every purple artichoke they can produce—700,000 cartons in the 1987-88 season. Their "purple blush" artichoke, noted for its distinctive almond taste, is shaped like an apple, is thornless and has a greater number of leaves and a bigger heart than its "normal" cousin.

Purple potatoes don't have quite the same history or flavor advantage. Originally from Peru, purple potatoes are now being cultivated in Washington state, Oregon and Colorado. The potatoes are characterized by their bluish-purple hue that darkens when cooked. They can be prepared like a russet—baked, fried or boiled—and they are especially good mashed because of their slightly higher moisture content.

—Restaurants USA *interview*

A book for every taste

With the wealth of cookbooks available (see *Cookbook Explosion*, page 26), it comes as no surprise that two entrepreneurs—Barry Bluestein and Kevin Morrisey—have opened Season to Taste Books Ltd., a bookstore exclusively for cookbooks, in Chicago. The partners acquired many of the books for their store by purchasing privately owned cookbook collections.

—The New York Times

Small town saves its only restaurant

When the City Cafe in Americus, Kansas, closed its doors last April, the town didn't just lose its only restaurant; it lost its social center. The farm town of 1,200 residents figured it couldn't do without its cafe, which had served as the gathering place and news center for many years, so the residents set up a corporation—Americus Enterprises, Inc.—to establish a replacement—the Breckinridge County Cafe—on the same site. To raise money, the corporation sold shares to Americus citizens and applied for a bank loan. By the end of last summer, the cafe was up and running.

—The New York Times

A new deal on meals

A new deal on meals is catching on in New York City. And it isn't being provided by restaurants—at least not directly. It's a swap of food and beverage credits for advertising dollars.

The greatest advantage of the new takeoff on an established idea is that the discounting is discreet. Because the company handling the advertising provides the discount to the customer, not the restaurant, customers sign for the full amount of their bills (plus tips and tax) on a company credit card. The meal discount appears later on their credit-card bills. Thus, there is no discussion of a discount at the restaurant, and therefore, no embarrassment for the guest or for the operator.

—Dorf & Stanton Communications, Inc.

Duelling pianos

Allegro restaurant at the recently reopened Sheraton Carlton Hotel in Washington DC features an unusual form of musical entertainment—two beautifully lacquered baby grand piano shells that house state-of-the-art synthesizers. The two pianos, or "Orchestral Grands," were designed for Allegro by Encore Hospitality Services of Dallas and 4Tran Industries of Phoenix.

Two pianists play the grands nightly for customers at the upscale restaurant that offers innovative Italian cuisine. Diners might be surprised at the sounds that emanate from the seemingly normal baby grands. The hybrid pianos have the capability of delivering the sound of a full orchestra, a Big-Band ensemble or a three-piece jazz quartet.

—The Sheraton Carlton

"Doggy bag" for wine

For customers who are unable to finish their bottle of wine with dinner, the "winevelope" could be the answer. Created by R.S.B. Unlimited of Culver City, California, the "winevelope" is a heat-sealed bag in which customers can carry their unfinished bottles of wine home. With the bag sealed, there is less chance of wine being spilled in the car, and the bottle is not considered an open container, which is illegal for transport.

—R.S.B. Unlimited

The National Restaurant Association's

CONGRESSIONAL LEADERSHIP FORUM
Brings Politics and People Together

Congressional leaders are more accessible than you may think. The Congressional Leadership Forum proves that every day. Funded by association members and supplier companies, this program brings members of the foodservice industry together with congressional leaders to discuss industry issues. Established to encourage greater political involvement, the CLF offers ways to affect political decisions that concern foodservice businesses.

"We are seeking to expand the Congressional Leadership Forum. This is a program that deserves the attention of large suppliers and small operators alike. The CLF is a cornerstone of our government affairs efforts."

—Congressional Leadership Forum Chairman John Farquharson, President, ARASERVE, ARA Services, Inc., Philadelphia, PA

"Really, there is no better way to shape the course of legislation than to sit down with your U.S. representatives and discuss the issues face to face. Our Public Affairs Conference, sponsored by CLF, brings hundreds of restaurateurs to Washington to do just that."

—Jim Peterson, National Restaurant Association President, 1988-89, President and Chief Executive Officer, Whataburger Corp., Corpus Christi, TX, pictured with Sen. Lloyd Bentsen

"It's a sensational program. Our industry's visibility on Capitol Hill has greatly increased; legislators are much more aware of how we operate and what our concerns are. Along with the PAC the Congressional Leadership Forum puts real strength behind our lobbying efforts."

—Biff Naylor, President, Naylor Brothers Restaurants, Los Angeles, CA, pictured with ABC-TV correspondent Sam Donaldson at the Public Affairs Conference

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CONGRESSIONAL LEADERSHIP FORUM

For more information see the insert cards inside.